JANUARY 2, 1961

PURCHASING

The Methods and News Magazine for Industrial Buyers

purchasing:
the problems and the promise

A CONOVER-MAST PUBLICATION SEVENTY-FIVE CENTS

TABLE OF CONTENTS PAGE

Planned Packaging moves merchandise

Here's an artist who <u>sells</u> your merchandise

This man and many others like him on Packaging Corporation of America's technical staff devote themselves to selling your products. Cooperating with product development and production engineers engaged in constant improvements of packaging materials and methods of all types, they form a creative team. Under their skilled hands the container or carton is transformed into a colorful, appealing creation that works for you in transit, promotes its contents from shelves and counters, invites buyers to reach for it. Experimenting with color arrangements, with special inks and a variety of printing processes . . . theirs is a continuing quest for all the ways in which artful package exteriors can sell harder. Bringing this ingenuity to the design of your packaging is but one of countless ways in which Packaging Corporation of America's concept of Planned Packaging, implemented through integrated national facilities, produces better packaging . . . more sales. Whether your requirements are large or small, regional or national, we welcome the opportunity to help you.



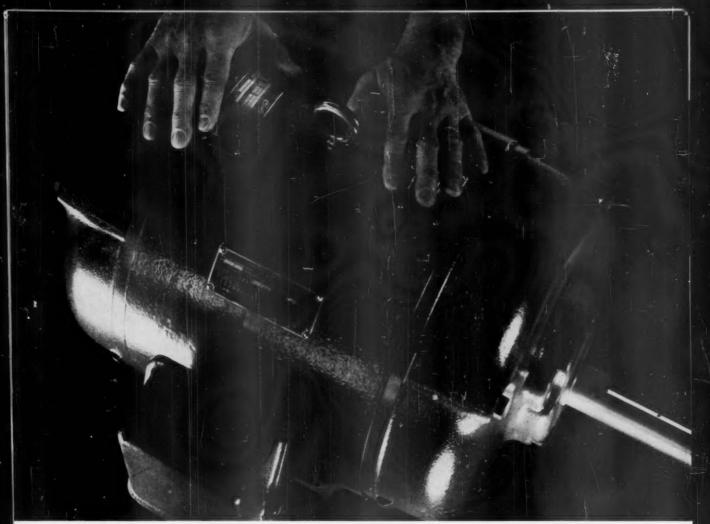
Packaging Corporation of America

1632 CHICAGO AVENUE, EVANSTON, ILLINOIS

Cartons · Containers · Displays · Egg Packaging Products · Molded Pulp Products · Paperboards

For More Facts Write No. 151 on Information Card-Page 32

For More Facts About Ad on Facing Page Write in No. 154→



New Century Electric motor provides low-cost power for fans, blowers, pumps and compressors.

New Century Electric part-winding motor gives extra smooth start

This new motor . . . at either 1200 or 1800 rpm's . . . will give smooth, cushion acceleration. No cogging, jerking or jarring equipment. Just dependable starting power with the same reduction in starting current of all Century Electric part-winding motors. A special winding scheme makes this extra smooth start possible.

Applications—Have an application where power company restrictions limit inrush current? The complete line of Century Electric part-winding start motors may be the answer. They provide the most economical and dependable way of starting equipment such as fans, blowers, centrifugal pumps and compressors, as well as reciprocating compressors with unloading valves.

Reliable power-High quality construction fea-

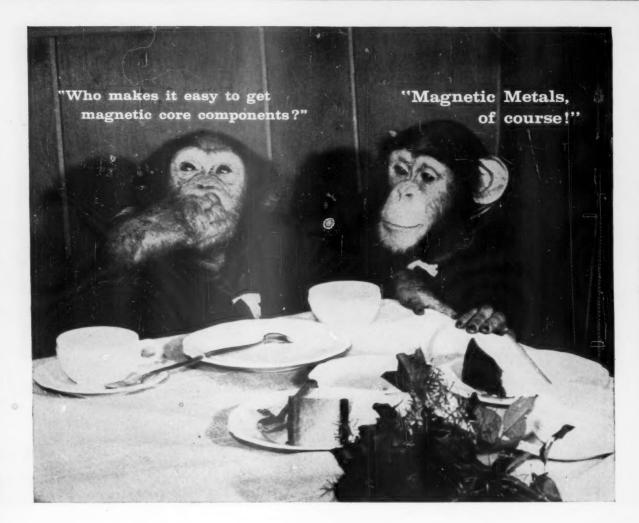
tures include . . . coils insulated with tough polyvinyl acetal resin . . . windings dipped and baked with several coats of high temperature synthetic varnish which protect against oil fumes, mild acids, dust and grit . . . rotors dynamically balanced so motors run smoothly and quietly . . . rugged cast iron frame for long life and low noise level. Century part-winding start motors are available in 20 to 150 hp sizes and in speeds of 1200 and 1800 rpm.

Application aid—A Century Electric application engineer will be glad to discuss your part-winding start problems with you. Century Electric also makes a complete line of motors . . . all sizes and types from 1/20 to 400 hp. For a copy of the new Century Electric Motor Application Guide, please write for bulletin 270A. For more than a motor . . .

CENTURY ELECTRIC COMPANY

St. Louis 3, Missouri Offices and Stock Points in Principal Cities

Century



There's no monkey business when you seek information about magnetic cores and laminations from Magnetic Metals. No double-talk on specifications. No ifs, ands or buts about delivery. Here's a source of supply that simplifies your purchasing job with the straight facts—all the information you need to order magnetic materials. A big comfort, particularly when Engineering is breathing down your neck.

You'll get expert engineering guidance with any problems you may have with specifications. You'll get firm price quotations. You'll get delivery dates you can count on. (Magnetic Metals ships cores and laminations from stock from both its East and West Coast plants, so delivery is swift.) And you'll get fast, written confirmation of your order, usually within 48 hours.

Besides making your job easier, Magnetic Metals has much to offer in the special way its products are made, in exceptional attention to detail all along the line, in its genuine interest in helping your engineers get best possible performance from magnetic core components. We'd like to hear from you . . . soon.

AGNETIC ETALS

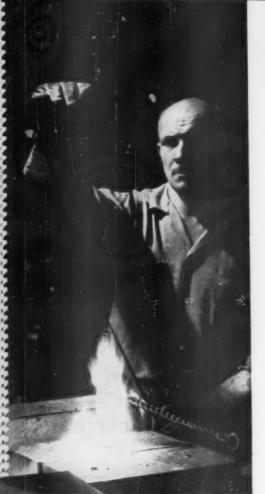
Magnetic Metals Company
Hayes Avenue at 21st Street, Camden 1, N.J.

853 Production Place, Newport Beach, California

 $transformer\ laminations \bullet motor\ laminations \bullet tape\text{-}wound\ cores\\powdered\ molybdenum\ permalloy\ cores\ \bullet\ electromagnetic\ shields$

For More Facts Write No. 155 on Information Card-Page 32

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With the sure, careful touch of an experienced hand, veteran CTW heat-treat man hoists 72" broach from a vertical furnace.

Care in the creation of Continental Broaches takes precision manufacturing a step beyond the exactness of quality control. Thirty years of broachmaking—designing and producing thousands of standard and custom-made broaches—assures unmatched efficiency and performance from CTW Broaches.

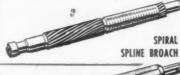
Find out how Continental's experience in broach engineering, modern heat treat methods and cost-saving production processes can cut downtime and increase output in your operation. Call your local Ex-Cell-O representative, or contact Ex-Cell-O Detroit; in Canada, Colonial Tool Co., Ltd., Windsor.

Uontinental WORKS

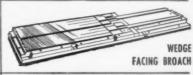
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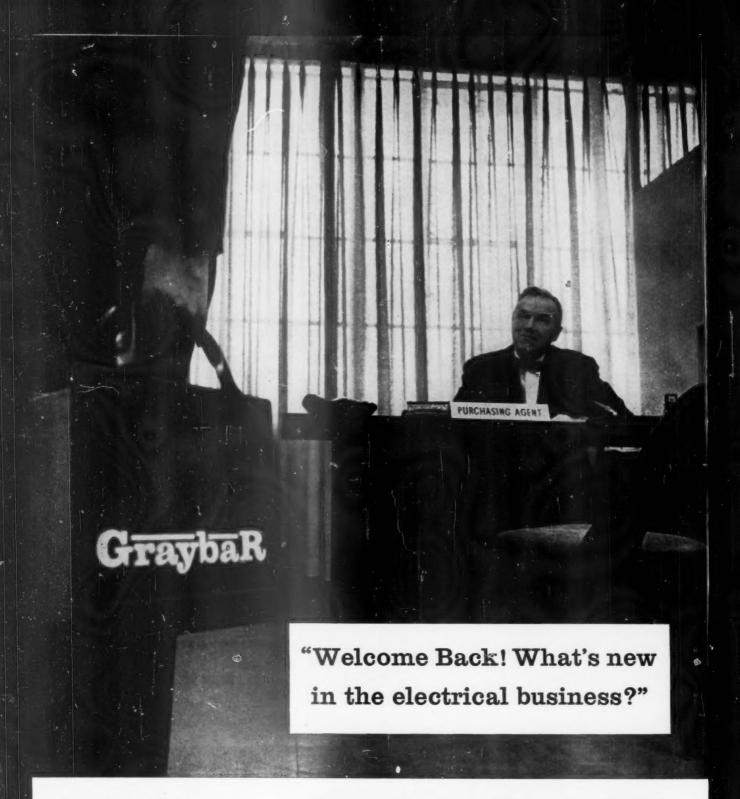








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PURCHASING

The Methods and News Magazine For Industrial Buyers

JANUARY 2, 1961 VOLUME 50, No. 1

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Frank W. Wodrich, Texas Instruments, Inc. J. D. Wright, Universal Match Corporation Management's Responsibility to Purchasing

Purchasing has pushed its way to a new frontier. It offers rich resources ready for the taking. Now it's up to management to give purchasing the recognition it needs if the most is to be made of these resources.

Purchasing's Responsibility to Management

If the purchasing executive is to really become "top management minded," he must prepare himself to meet the changes and the challenges that he will have to face in the next decade.

The Never-Ending Quest for Value

The next 10 years will see some startling changes in the evolution of value analysis. Most importantly, pre-production purchase analysis will come into its own.

What Traffic Means to Purchasing

Transportation charges have become an increasingly important element in the final cost of a product. No longer can the purchase executive get by without understanding the basic elements of transportation.

Although buyer-seller relationships are at an all-time high, there are still many problems. Complaints are made by both sides but in many ways it is up to the purchasing agent to clear the air.

Are You at a Career Crossroads?

Specific suggestions on how to get that better job, where to get leads, how to write your resume.

Purchasing and the Law

Every time a purchase order is signed, the signer commits his company to certain legal obligations. This article examines some of the fundamentals of business law.

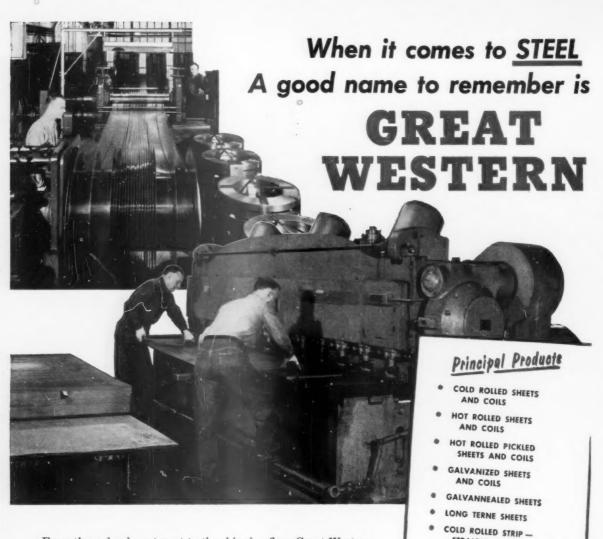
Business News Analysis

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PLATES

Pulse of Business

Industry Confident About 1961 Outlook

DESPITE our "mild" recession, American industry is generally confident about 1961.

Most business leaders believe their own companies and their overall industry as well will chalk up slight gains this year over 1960. While many of them feel that sales won't pick up noticeably until the second half, the consensus is for slightly better business in the upcoming twelve months.

Breaking it down by some of the major industries, this is how the outlook for '61 shapes up:

Steel—The nation's steel mills will probably produce about 5% less steel this year than they did in 1960. This would mean production of somewhere around 95 million tons. While the American Iron and Steel Institute is no longer releasing the figures for total steelmaking capacity in the United States (see p. 13), American steelmakers have the capacity to produce an estimated 150 million tons in 1961. Thus its operating rate throughout the year will probably be somewhere around 70%.

Naturally, the fortunes of steel this year depend heavily on how the '61 autos go over.

Automobiles—Sales of automobiles in 1961 may just about hit the same level as the estimated 6,700,000 million units sold last year. This year's estimate includes roughly 500,000 foreign cars, also the same number as in 1960.

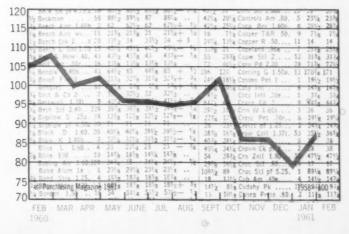
Last year's sales of automobiles were the second highest on record for the industry. Only in 1955—when 7.2 million cars were sold—did the automotive industry surpass the 1960 total.

Perhaps the biggest question mark in the auto industry in 1961 is how much impact the compact cars will have. In 1960, compacts took approximately 28.5% of the entire new automobile market. The outlook ahead? Best estimates are that with the addition of many

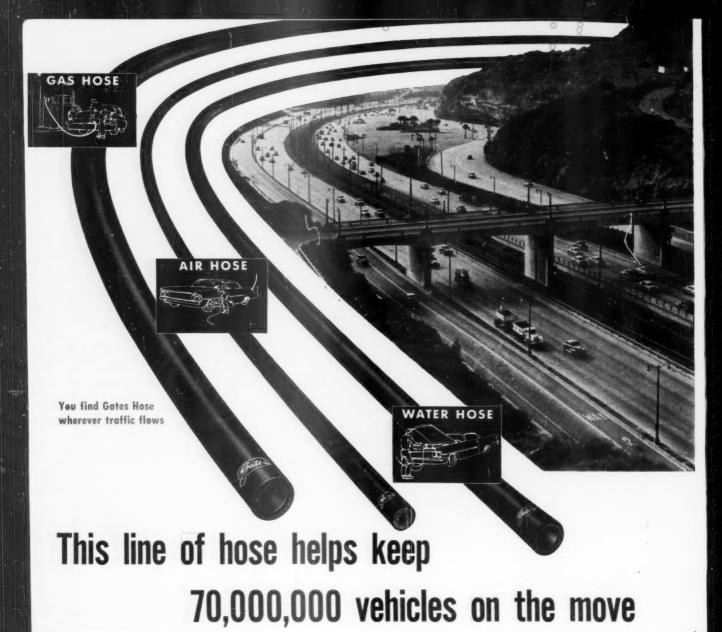
Steel Production To Rise Slightly

Business Confidence Index

How P.A.s feel about short-term economic outlook



Purchasing Magazine's Business Confidence Index rose a sharp eight points this month to 88 (1958—100). This indicates that P.A.'s think business will show a noticeable improvement in January, February, and March.



To service some 70 million motor vehicles with gas, air, water and grease, this nation's 183,000 service stations use uncounted miles of hose. Because Gates is a major manufacturer of industrial hose, thousands and thousands of these stations rely upon Gates Curb Pump Hose, High Pressure Grease Hose, Air, Water and Low Pressure Steam

Hose.

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TPASO2



The Gates Rubber Company

The Mark of <u>Specialized</u> Research

Gates Industrial Hose Made in a Full Range of Types and Sizes

Pulse of Business

models of compact cars in 1961, compacts should raise their share of the market to about 40% of all auto sales.

Chemicals—Sales for the chemical industry this year will be a notch higher than last year's total of around \$27.8 billion. Profits will also rise very slightly above the 1960 figure of about \$2 billion.

The recent decline in chemical prices is expected to end this year.

Aluminum - Shipments of aluminum, both domestic and foreign, will rise approximately 3% above the 1960 total of 2.3 million tons.

Excess capacity is a problem in the aluminum industry also. However, aluminum companies hope to make a bigger dent this year in many industries, especially packaging, building, transportation, and electrical.

Rubber—Rubber consumption this year will probably be about 1,600,000 long tons — up slightly from the 1,560,000 long tons consumed in 1960. 1961 consumption will include 1,150,000 long tons of synthetic rubber (up from 1,077,-000 long tons in 1960) and 450,000 long tons of natural rubber (off from 483,000 long tons in 1960).

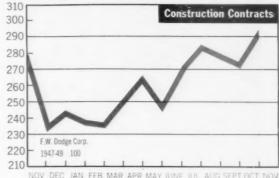
The amount of reclaimed rubber consumed will probably also advance in '61. An estimated 284,000 long tons of rubber will be reclaimed this year, over 5000 long tons more than in 1960.

Electronics—An estimated \$11 billion worth of sales will be chalked up by the electronics industry this year. This is an increase of around 6% over 1960.

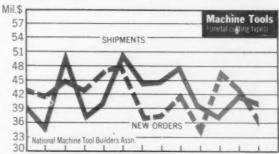
Of the four major categories of electronic

PRODUCTION



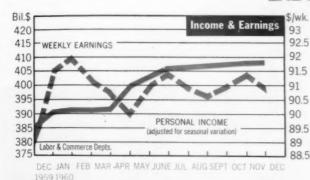


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LABOR



\$/wk. 176 Mfg. Payroll Index 175 92.5 174 173 172 171 170 169 168 Dept. of Labor 167 1947-49 100 166 (adjusted for seasonal variation) 88.5 165

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For More Facts About Ad on Facing Page Write in No. 159 **JANUARY 2, 1961**

New Series of Marsh Needle Valves in 316 STAINLESS STE -Valves that take you out of your corrosion problems Now still wider service range for the valves that have set new standards in the needle throttling field. A full line of Marsh Needle Valves are immediately available in 316 stainless steel in the new series 1936. blue handles Identified by Here is a valve that opens up the wide range of corrosion-resistant applications bracketed by 316

stainless. It is a valve that gives precision throttling at pressures from a few pounds through 6000 psi . . . a valve for any temperature from minus 100° F. to plus 500° F. thanks to the "Marpak" packing system making use of precision moulded Teflon.

Only Marsh experience—in both valve making and instrument making—could have produced these valves. Like other Marsh needle valves, they are available in globe and angle patterns and in panel mounted types; sizes, ½", ½", ¾", ½", ½", ¾" and 1". The 316 stainless valves are fully described in Bulletin NV-3.

Marsh Needle Valves are also available in 416 stainless steel (identified by green handles) and in mild steel (identified by yellow handles.)

MARSH INSTRUMENT COMPANY, Dept. G, Skokie, III.

Division of Colorado Oil and Gas Corporation Marsh Instrument & Valve Co. (Casada) Ltd. 8467 1837d St., Edmesties, Alberta Heusten Bracch Plant, 1121 Rethwell St., Sect. 15, Heusten, Texas



The Marsh touch-

make-up.

the precision touch—in every detail

· Packing as corrosion-resistant as the valve

· Body and stem guide machined from 316 stainless bar

Accurately machined stem, precision ground and rolled.
Longer inlet and outlet thread chambers insure tight

sales—industrial, military, consumer, and replacement—the industrial sector offers possibly the greatest chance for growth. Data processing, communications, process control, and numerically-controlled tools are some of the areas where industry is expected to move into electronic equipment to a greater degree in '61.

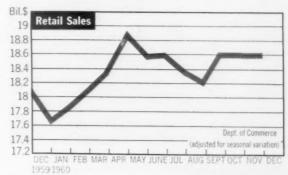
Electric Utilities — Electric output this year will be about 910 billion kilowatt-hours, around 7% higher than 1960. Sales in the U.S. are expected to hit a new record of 715 billion kilowatt-hours, another 7% increase. By the end of this year, the capacity of the industry within the United States will be 187.2 million kilowatts, 6.5% above 1960.

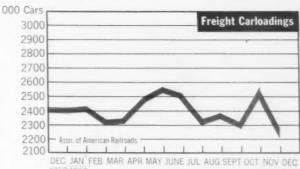
Petroleum—Demand for petroleum in the Free World will rise an estimated 5% above the 19 million barrels a day consumed in 1960. This includes an increase of around 2% in the United States and a 7% step up in demand abroad.

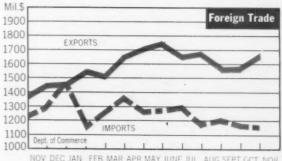
Construction — Spending for construction will probably rise 4% in 1961 to \$57.3 billion from \$55.1 billion in 1960. It's estimated that public spending will rise 5%, led by public housing and road construction. Private outlays may be up 3%. Private new home starts should advance by 50,000 units from 1960's estimated total of 1.3 million.

Overall then, business in 1961 will show a small advance over 1960. However, most of the indicators won't begin to climb until the second half.

TRADE

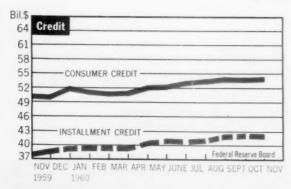






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stretch aluminum-buying dollars



WIDEST SELECTION—At Ryerson you choose from the nation's largest stocks—available to meet your every need, large or small.



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DEPENDABLE DELIVERY—Finest care in handling and packaging. Production-line-timed shipments assure fastest service. Any quantity—when you need it.



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FOR More Facts Write No. 161 on Information Card—Page 32

Straws in the Trade Wind

- ► A STATISTIC DIES—The steel industry's weekly operating rate has met its official demise. The American Iron and Steel Institute will no longer publish the operating rate nor the industry's total capacity. The institute says the operating figure is being interpreted without reference to the fact that capacity has been greatly expanded in recent years.
- ▶ LEAVING THE BIG ONES ALONE—Out of 43 corporate mergers challenged by the federal government recently, only 2% involved the nation's 300 largest manufacturing companies. According to the National Industrial Conference Board, enforcement under the Clayton Act focused not on the size of the companies but on the market effect of mergers or acquisitions. Says NICB: mergers are most liable to action by the government if the acquiring corporation is one of the leaders in the field, if the acquired unit is also a leader, and if the field is dominated by relatively few companies.
- ► CORPORATE PROFITS DOWN—Profits of corporations fell to their lowest level in two years during the third quarter of 1960, the latest period for which figures are available. At seasonally-adjusted annual rates, earnings were \$44.5 billion—off \$4.2 billion from the previous

For the P.A.'s Hot File . . .

P.A.'s and traffic managers should be skeptical of any cost statement by a carrier which claims to be any more than a "rough average" of the cost of rendering a transportation service. For many years, government and industrial transportation cost analysts have been working to determine the theoretical costs involved in rendering a service. Many formulas have been offered, all with limitations, as justification for freight rate increases. But because transport cost analysis is so complex and so dependent on many variables, be wary of carrier claims before you or your accounting department checks them out.

quarter and \$7.3 billion lower than the first quarter of 1960.

- ► STOCKPILE VALUE RISING—The value of nine U.S. government stockpiles rose more than \$173 million in October to \$16.2 billion. The greatest part of the increase was due to a boost in the Agriculture Department's price support inventory. An addition of \$10 million worth of manganese to stocks also boosted the total.
- ▶ METRIC NUTS AND BOLTS With the growing demand—both here and abroad—for metric threaded fasteners, a supplier is now producing high tensile steel nuts and bolts according to standards of the International Metric System. Steel Company of Canada, Ltd. is stocking and supplying Metric System hexagon head bolts and nuts in a range of sizes from six to fourteen millimeters in diameter. Lengths are up to 150 millimeters.
- NATIONWIDE TRAILER LEASING A nationwide trailer leasing pool has been set up by Railway Express Agency. It is designed primarily for railroad piggyback operations, says REA Express. However, the agency also expects to lease the trailers to shippers and freight forwarders as well. Companies that do not want to buy their own equipment because of the heavy capital cost involved will now be able to lease trailers whenever they need them, even on a day-to-day basis.
- ELECTRODE PRICE CUT—A price reduction of over 20% on a line of metal powder stainless steel electrodes has been made by Air Reduction Company. The cut involves the Easyarc line and covers quantities from 250 pounds. Applications for these electrodes include underlays, overlays, and welding of dissimilar metals.
- ► FOREIGN STEEL BUYING—Steel buyers are stepping up their foreign purchases as prices overseas continue to fall. Many prices are below domestic levels, even including transportation costs from abroad. In one recent month, steel imports climbed to 207,000 tons—30,000 tons more than last year's low. Nevertheless, foreign steel buying in 1960, at around 3.4 million tons, was about a million tons below the strike-inflated total recorded in the previous year.



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SHREVEPORT — IN CANADA: GRINDING WHEELS DIVISION, SIMONDS CANADA SAW CO., LTD., BROCKVILLE, ONTARIO • ABRASIVE PLANT, ARVIDA, QUEBEC

Pulse of Business

Sales, Inventories, Orders

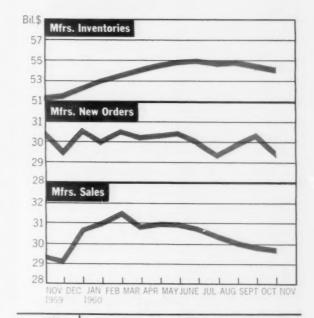
Manufacturers' Sales, Inventories, Orders Fall

S easonally-adjusted manufacturers' sales, inventories, and new orders declined in October, reports the Department of Commerce.

Sales fell 1%, with most industries suffering losses. Exceptions were electrical machinery and motor vehicles, where shipments rose appreciably during the month.

Inventories were off \$400 million during the month. The drop was restricted to durable goods, with particularly sizable reductions by automobile and fabricated metal companies. Inventories of aircraft producers rose, however. Among manufacturers of nondurable goods, the inventory changes were generally small

the inventory changes were generally small. New orders slumped 4% from the previous month. Here too, the decline centered in the durables group.



	1959			1960			
Manufacturers' Sales Seasonally Adjusted (Millions of Dollars)	Oct.	June	July	Aug.	Sept. (r)	Oct. (p)	
All Manufacturing Industries	29,350	30,780	30,440	30,150	30,070	29,640	
Durable-goods industries	13,949	14,880	14,730	14,420	14,400	14,140	
Primary metal	1,189	2.010	2,110	1,980	1,920	1,790	
Fabricated metal	1,670	1,760	1,730	1,700	1,650	1,530	
Machinery	4,620	4,740	4,770	4,700	4,640	4,620	
Transportation equipment	3,730	3,600	3,410	3,350	3,570	3,660	
Lumber and furniture	936	910	870	870	810	780	
Stone, clay, and glass	695	760	750	730	730	700	
Non-durable goods industries	15,401	15,890	15,720	15,720	15,670	15,490	
Food and beverages	4,578	4,630	4,630	4,660	4,690	4,700	
Tobacco	398	400	380	410	390	390	
Textile	1,201	1,270	1,230	1,200	1,200	1,140	
Paper	1,005	1,050	1,080	1,090	1,090	1,050	
Chemical	2,208	2,350	2,300	2,330	2,300	2,250	
Petroleum and coal	3,138	3,180	3,190	3,170	3,200	3,210	
Rubber	582	520	480	480	510	490	
Manufacturers' Inventories Seasonally Adjusted (Millions of Dollars)							
All manufacturing industries	51,419	55,100	54,900	54,980	54,710	54,310	
Durable goods industries	29,221	32,230	32,050	32,080	31,840	31,450	
Primary metal	3,873	4,800	4,750	4,710	4,640	4,590	
Fabricated metal	2,912	3,340	3,330	3,340	3,270	3,180	
Machinery	9,807	10,640	10,580	10,590	10,530	10,480	
Transportation equipment	6,830	7,460	7,340	7,360	7,240	7,100	
Lumber and furniture	1,858	1,890	1,900	1,920	1,940	1,950	
Stone, clay, and glass	1,323	1,440	1,440	1,440	1,460	1,460	
Non-durable goods industries	22,198	22,870	22,850	22,900	22,870	22,860	
Food and beverage	4,780	4,990	4,940	4,950	4,980	4,970	
Tobacco	1,953	1,950	1,940	1,940	2,000	2,040	
Textile	2,572	2,700	2,690	2,670	2,640	2,690	
Paper	1,480	1,590	1,610	1,630	1,640	1,640	
Chemical	4,008	4,110	4,140	4,180	4,160	4,130	
Petroleum and coal	3,261	3,300	3,290	3,290	3,260	3,260	
Rubber	1,119	1,200	1,230	1,240	1,200	1,160	
Manufacturers' New Orders Seasonally Adjusted (Millions of Dollars)							
All manufacturing industries	30,367	30,110	29,190	30,010	30,400	29,260	
Durable-goods industries.	14,908	14,340	13,840	14,410	14,620	13,800	
Non-durable goods industries	15,314	15,770	15,350	15,610	15,780	15,460	
	(r) Revised.		(p) Pre	limingry.			

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Pulse of Business The Trend of Prices

Nonferrous Buying Remains At a Reduced Level

• Lead, Zinc Price Cuts Fail to Stimulate Demand

N ONFERROUS metal markets have been sluggish recently reflecting the drop in industrial production. This is how the markets shape up for the major nonferrous metals:

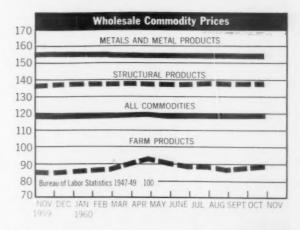
Lead: The big news in lead is the one-centa-pound price cut that went into effect in the middle of last month. This brought the price down to 11-cents-a-pound—the first change in the lead prices in over a year and the lowest since April 17, 1959.

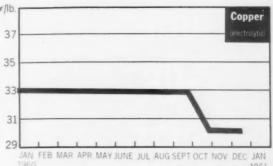
Among the reasons cited for the price cut, other than the general economic readjustment, are: large domestic stocks, prices in London under the U.S. level, and price concessions being given to U.S. buyers of foreign lead.

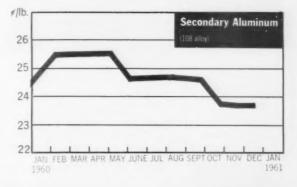
The Interior Department has urged that voluntary curbs on world lead production be continued in 1961. It says that the unstable situation requires a further reduction in stocks. Lead consumption last year was 1,047,000 short tons—about 4% lower than in 1959.

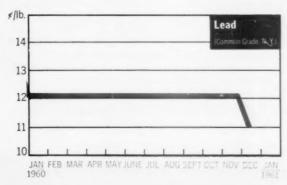
Zinc: The zinc price was also cut in December. Two half-cent-a-pound reductions brought the price to 12 cents-a-pound.

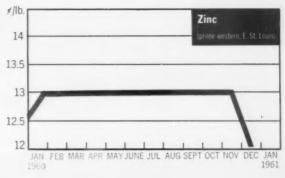
According to the most recent report of the American Zinc Institute, zinc production dipped 2164 tons to 60,841 tons. Output is expected to move higher in the upcoming months, however, because of the recent settlement of

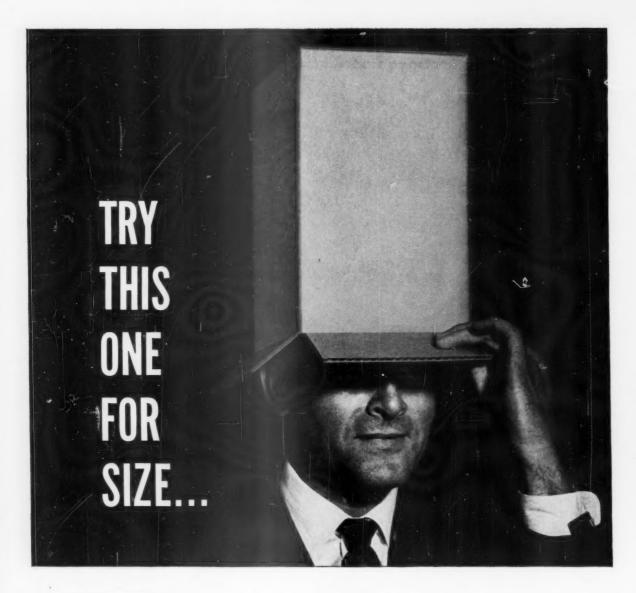












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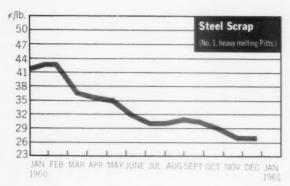
General Offices: Indianapolis, Indiana

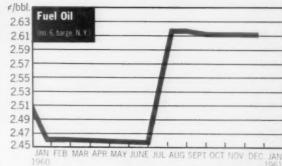
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For More Facts Write No. 164 on Information Card-Page 32

Pulse of Business

More on Price Trends





the four-month strike at the smelters and mines of New Jersey Zinc Company.

Copper: Demand is slight. Even the possibility of a strike at Kennecott's Braden mines in Chile did not stimulate orders.

U. S. producer stocks rose sharply to the highest peak in more than two years, according to the latest monthly report of the Copper Institute. Inventories totaled 130,254 tons, a jump of 16,837 tons from the previous month, and the highest mark since the 178,222-ton level of September 1958.

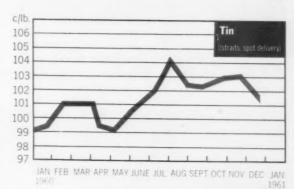
Tin: There has been no indication in recent weeks of any pickup in U.S. demand. Consumption in Europe continues at a generally steady level.

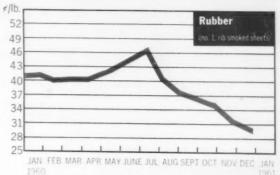
Free tin exports for the six producer-member nations of the International Tin Council have been maintained for the first quarter of this year. Continuation of the relaxed export curbs is largely due to the balance of world tin supply and demand.

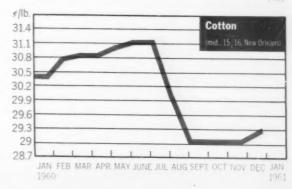
Aluminum: Domestic aluminum production is easing. Recent production curtailments have not been enough, however, to close the gap between output and shipments.

Total production last year was slightly more than two million tons. This is about 50,000 tons more than 1959 output.

Nickel: Consumption of nickel in the Free World set a new record last year by exceeding 500,000,000 pounds. This was a 15% increase over the use in 1959. Most of the increase came in use by European companies.

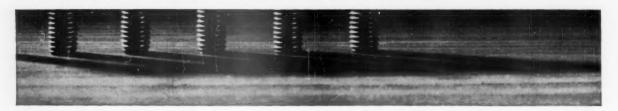








Heads for \$50 saving per unit



Fastener survey of blower units by RB&W points out where use of standard hex screws cuts costs, but not quality

In making a survey of a well-known manufacturer's fastening operations, the RB&W man found that alloy socket head screws were used extensively in large blower units.

But he found no genuine engineering need—the alloy's strength wasn't being utilized. And he found no production need—there was no tight spacing situation that required internal wrenching. Nor was there even an appearance need—screws weren't being installed in countersunk holes for a flush fit.

So there was no purchasing need, either. Why pay the premium cost

for alloy fasteners? He recommended switching to standard high strength hex screws. The savings in fasteners per blower: 50 dollars. That's 50 dollars added to unit profit with no increase in price.

An RB&W Fastener Expert is no better than your engineers. He simply knows what to look for. Why not let him search for savings with one of your engineers? Maybe you're doing the best possible; but unless you're sure you're not wasting fastener dollars, it pays to consult Russell, Burdsall & Ward Bolt and Nut Company, Port Chester, N. Y.



Plents et: Port Chester, N. Y.; Coraopolis, Pa.; Rock Falls, III.; Los Angeles, Calif. Sales office and warehouse et: San Francisco, Calif. Sales offices et: Ardmore [Phila.], Pa.; Pittsburgh; Detroit; Chicago; Dallos. Sales agents et: Cleveland; Milwaukes; New Orleans; Denver; Fargo. Distributors coast to coast.

Economists Tell Congress: Recession Is Here

A GROUP of nine leading economists, representing both private industry and government, indicated here recently that the United States economy is in a recession.

Testifying before the Congressional Joint Economic Committee, the economists summed up their opinions on the current business situation and future outlook. While some substituted words like "contraction" or "sluggishness," they generally agreed that business has turned downward in recent months.

However, many of these economists believe that this recession will be a mild one. The majority feel that the downturn began last spring and some think that it may

have already hit bottom.

The committee's hearings on the economic outlook were held earlier than usual this year. Normally, the JEC, headed by Senator Paul H. Douglas (D-III.), holds its hearings after the President submits his Economic Report on January 20th. Its own report to Congress is due on March 1.

Some observers in Washington believe that one reason for the early hearings may be a desire by the Democratic majority in Congress to document the fact that the nation entered the business slump before the Kennedy Administration took office. However, a top staff official of the JEC told Purchasing Magazine

that the hearings were held last month " to get a running start" on the committee's work for 1961.

Two of the economists who testified are high-level career government officials who will probably retain their jobs under the new Administration. They are Seymour L. Wolfbein, deputy assistant secretary for manpower and employment at the Department of Labor, and Louis J. Paradiso, assistant director of the Commerce Department's office of business economics.

Wolfbein said that unemployment will rise to 5,250,000 this month—or 6.4% of the work force—if there is no "further deterioration" of the economy. The estimated number out of work last month was 4,200,000.

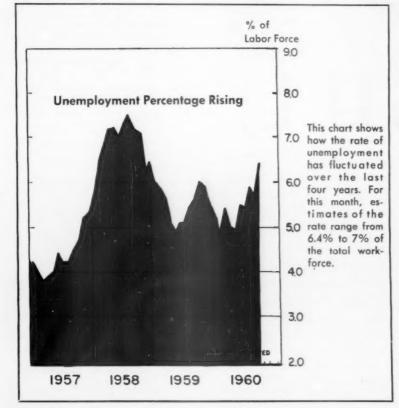
Paradiso, who is generally regarded as an optimist, observed that "no major forces are in sight to provide the upward thrust needed for resumption of economic growth." Nevertheless, he believes that government spending will rise in the months ahead and that personal income will remain high.

Among the more interesting comments and recommendations made by the economists were these:

Joseph Pechman, executive director of the Brookings Institution's studies on government and finance, urged the committee to be ready to recommend a temporary tax reduction "if the situation gets much worse." But he said that he sees no need for such action at the present time.

Geoffrey H. Moore, associate director of research of the National Bureau of Economic Research, was specific in pinpointing the time when the recession began. He said that business hit a peak in May and that "a contraction has been underway since then."

Dr. Moore, who made the first presentation to Congress of his now-famous studies in business trend measurement, told the committee "There have been a few preliminary developments of the



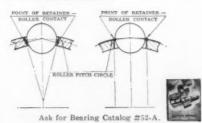


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sort that usually precede an upturn." But these developments, he added, "are not yet decisive enough to suggest that the upturn is in sight."

Going one step further, William W. Tongue, economist of the Jewel Tea Company, stated that consumer spending may have hit the bottom of the slump and may be starting back up.

"Once again the consumer appears to be preparing to step into the role of hero in helping to stem the tide of recession and to turn the economy upward again," he said. But he remarked that the pickup in consumer buying could be "relatively less vigorous" than in previous economic recoveries.

Professor Charles L. Schultze of Indiana University diagnosed the current situation as "high level creeping stagnation." He urged either a slight reduction in tax rates or somewhat higher government spending.

No Signs of Improvement

The assistant director of research for the AFL-CIO, Peter Henle, was one of the most pessimistic of the group. He said that there is "little indication that the unemployment picture will improve over the next few months." By next month, he added, unemployment may climb to 7% of the labor force-this would mean that 5,800,000 people would be out of work.

"Judging by past performance," he stated, "this country today is experiencing recession rates on unemployment . . . There is little indication that the unemployment picture will improve over the next few months.'

An analysis of industry's plant and equipment spending plans was also presented to the JEC. Douglas Greenwald, economist of the McGraw-Hill Publishing Co., said that spending may decline to \$35.07 billion this year from the estimated 1960 level of \$36.06 hillion.

Final speaker was a Yale University economics professor, Robert Triffin, who is an authority on international finance. He indicated that the U.S. balance of payments deficit-estimated at slightly less than \$4 billion for 1960-will diminish within two years. Reasons: an improved trade balance and an equilibrium in interest rates at home and abroad.

After the formal presentations, Dr. Moore went on to warn the committee-and indirectly the American people-not to adopt a Polyanna attitude. "If we convince ourselves this is not a recession," he said, "we won't be taking the steps we need to." He observed that the long-term interest rate is much too high and that we need lower mortgage rates.

Washington observers are now waiting for President Eisenhower's Economic Report. While implementation of any suggestions and recommendations will be up to the Kennedy Administration, the steps outlined by the outgoing President will at least provide a hint as to the measures regarded as necessary by those who were in power during two similar recessions in 1953-54 and

Despite the similarities to other downturns, though, there are still some marked differences. Perhaps the most significant, as three of the economists indicated, is this: the current recession arrived at a time when the economy had not yet fully recovered from the previous one, which hit bottom in the spring of 1958.

Businessmen are watching for signs to the direction that President-elect Kennedy will move regarding economic affairs. His selection of former North Carolina Governor Luther Hodges as Secretary of Commerce is an indication that the voice of conservatives will not be absent from his councils. But the final responsibility will be on the new President-either through couragement of business expansion, direct government action, or both-to move the economy upwards again and on to new highs.-Leonard Sloane





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PURCHASING

Purchasing Follow-up

Rambler Fleet Buyers Offered Rebate Program

A rebate plan for fleet and individual buyers of 1961 Rambler automobiles has been announced by George Romney, president of American Motors Corporation.

Romney, who described the arrangement as a "customer progress sharing program," is offering Rambler buyers bonuses in United States savings bonds if sales during a four-month period rise by 10% or more above the same months during the 1960 model year. The plan is retroactive to last month and will include January, February, and March.

Here's how the program works: If Rambler sales for any month are 10% above the similar month last year, the company will give purchasers Series E savings bonds with a \$25 maturity value. The plan also provides for payment of \$50 in bonds if sales rise 20%, \$75 in bonds if sales go up 30%, \$100 in bonds if sales are up 40%, and \$125 in bonds if the increase is 50%.

Plan Is Cumulative

The plan is cumulative, so that customers who buy cars in the first three months may receive additional bonds if volume reaches higher payment levels in the succeeding months. For example, if the total sales volume for all four months is 50% greater than the period a year ago, all purchasers of Ramblers would eventually receive \$125 in bonds.

The bond payments will not vary with the price actually paid for the automobiles. Both foreign purchasers and government agencies are ineligible to participate in the program.

"If this program is a success in the four months," Romney said, "we will certainly carry it on for the rest of the year."

The American Motors president outlined his plans at a meeting of auto dealers last month in

Detroit. At the same time, he repeated criticisms that he has made recently about the establishment of 100%-owned foreign operations by General Motors Corp. and Ford Motor Co.

Romney had said earlier that "I think this approach is wrong. I think that it represents economic imperialism."

Small Company P.A.'s Meet Graduate Students

Many purchasing agents for small businesses are receiving calls from graduate students looking for employment.

The students are attending the Harvard Graduate School of Business Administration and are participating in the student small business program. This program, now in its third year, is designed to locate job openings in small and medium-sized business firms throughout the country.

As one of the students says, "We are interested in companies in which any member of management will come into frequent contact with the entire management team. We also want to be able to derive a sense of participation in the overall company operations."

During the month of January, groups of students will contact various businessmen throughout the country to explain the program and its purpose. They will contact purchasing agents, among other department heads, and outline the qualifications of students seeking various types of jobs with small companies.

Fordham Offers Two Purchasing Courses

Two courses in purchasing are being offered during the spring semester at the School of General Studies of Fordham University in New York City.

One of the courses is "The Fundamentals of Purchasing." It will include a survey of purchasing principles and techniques applicable to business, government, and institutions.

Supplemental case studies will be used to illustrate practical applications. Among the items to be covered are organizational arrangements, procedural steps, competitive bidding, negotiation, legal aspects, performance evaluation, and collateral functions.

The other course is entitled "Advanced Purchasing Techniques." To be eligible for admission to this course, the fundamentals course or about five years of purchasing experience is required.

Among the subjects to be discussed in the advanced session are purchase of capital equipment, make-or-buy decisions, cost analysis, purchasing research, value analysis, application of automation techniques, and inventory management.

Miss Alice C. Hodnett, chief of the procurement and traffic branch, New York operations office, Atomic Energy Commission, will teach the fundamentals course. The advanced course will be taught by Lewis R. Eagleston, director, group purchasing service, Federation of Protestant Welfare Agencies.

Both courses are coeducational. Complete information is available from the School of General Studies, Fordham University, Room 1515, Keating Hall, Bronx 58, N. Y.

See 2% Sales Gain in '61 For Material Handling

A 2% sales gain in 1961 for material handling equipment has been predicted by the Material Handling Institute.

Estimated sales for members of the institute last year were \$597 million—a decline of 5.5% from the 1959 total of \$610 million, says president Robert F. Moody, general sales manager of Hyster Company. The 87 member companies of the institute account for about 1/3 of all material handling equipment sales.

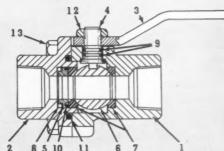
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The BL-300 has undergone hundreds of thousands of openings and closings without leakage or wear. It is fast and easy to operate, requiring only a quick quarter-turn of the handle to open and close, compared to several full turns needed to operate a gate or globe valve.

In every way the BL-300 is truly outstanding... a triumph of modern valve technology. We invite you to view every precision detail of this new lowcost ball valve in a personal demonstration with your R-P&C distributor. Or, write us at Reading, Pa., and we will gladly send you descriptive Folder DH-38 containing complete product information and specifications.

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- The BL-300 has "automating" seats to assure positive sealing in either flow direction, making it ideal for vacuum service.
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Below: This standard double-end Ex-Cell-O Precision Boring Machine provides a steady platform for the ultraprecision boring job described at right.



The special spindle shown above is one of 16 identical Ex-Cell-O Ultra Precision Boring Spindles recently developed for an extremely demanding boring operation.

Customer specifications called for a guaranteed maximum allowable .00003" on roundness, with a 10 RMS or better surface finish. The spindles Ex-Cell-O delivered have consistently held .00002" on roundness, with a 6 micro-inch surface finish (and the customer has ordered duplicates)!

Why do the new Ultra Precision Spindles and other standard and special Ex-Cell-O Boring and Grinding Spindles give consistently greater accuracy, finer finishes and longer, trouble-free life?

The answers are: Engineering and production experience (more than 40 years); exclusive design and construction (using famous Ex-Cell-O Spindle Bearings); and job-tailored availability (Ex-Cell-O offers the most comprehensive line of belt-driven, air-driven, motorized and high-frequency spindles available today).

Need fast delivery of Precision Spindles for original equipment or replacement use? Call your Ex-Cell-O Representative today, or contact Ex-Cell-O in Detroit.

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ACTUATORS

Bulletin B-1020-7 illustrates and describes pneumatic spring and diaphragm actuators. Shows B-10 and B-20 series actuators in typical combinations. Lists specifications, operating characteristics, and dimensions.

Conoflow Corporation

Write No. 1 on Information Card-Page 32

ADHESIVES

Bulletin #701 covers the selection of adhesives. Includes bonding techniques, testing methods, and a glossary of terms. A table lists the most common causes of bond failure and recommends remedies. Illustrated with photos and sketches.

Raybestos-Manhattan, Inc.

Write No. 2 on Information Card-Page 32

ALUMINUM INGOT

A 12-page brochure on aluminum casting alloy ingot. Includes tabular information on composition, suggested uses, properties, and recommended thermal treatment of alloys.

Aluminum Company of America

Write No. 3 on Information Card-Page 32

BALLASTS

A four-page catalog on fluorescent ballasts. Contains pictures, ratings, data, and dimensions. Covers special features designed to eliminate hazards due to failure.

General Electric

Write No. 4 on Information Card-Page 32

COUPLINGS

A two-color 12-page booklet on permanent cast couplings. Includes specification and design details. Special emphasis is given to transition and reducing couplings used to connect pipe having various outside diameter.

Smith-Blair, Inc.

Write No. 5 on Information Card-Page 32

CYLINDERS

Bulletin 0230-B1 gives data and specifications on series "S" midget air cylinders. A cutaway diagram points out internal and external features. Covers both universal and nose mounting models in $\frac{3}{4}$ in., 1 in., and $\frac{1}{8}$ in. bore sizes with standard strokes to 12 in.

Parker-Hannifin Corporation

Write No. 6 on Information Card—Page 32

POWER PRESSES

A two-color, eight-page catalog covering power presses from 2- through 85-ton capacity. Features 55-ton and 70-ton presses with air friction clutches and air-applied brakes.

Havir Manufacturing Co., Inc.

Write No. 7 on Information Card-Page 32

PUMPS

A 12-page catalog on centrifugal pumps. Includes charts showing recommended temperature and pressure ranges for 10 classifications—from minus 350 degrees F. to plus 1000 degrees F. Contains illustrations, descriptions, and specifications.

Dean Brothers Pumps Inc.

Write No. 8 on Information Card-Page 32

RECTIFIERS

Catalog No. 100 describes silicon and selenium rectifiers. The eight-page illustrated color bulletin features cutaway drawings that show construction features. Electrical and mechanical specifications are listed in individual tables devoted to each product line. Shows typical operating characteristics in curves.

Syntron Company

Write No. 9 on Information Card-Page 32

SWITCHES

A 32-page two-color catalog on precision snapaction switches. Electrical ratings, dimensions, switch life, and operating characteristics are given for all the basic types.

Illinois Tool Works

Write No. 10 on Information Card-Page 32

TRUCKS

Catalog No. 135 presents a line of floor trucks. Contains illustrations, descriptions, and specifications of many models, including four-wheel platform, stake, box, wagon, shelf and two-wheel trucks. Includes a model number and selection suffix chart to simplify specifying equipment.

Hamilton Caster & Mfg. Co.

Write No. 11 on Information Card-Page 32

VALVES

Form 1011 covers a line of ductile iron gate valves. The 12-page brochure lists engineering specifications, pressure-temperature ratings, and testing data. Describes both the Pipe-Pal and the Pipe-Mate series.

Ohio Injector Company

Write No. 12 on Information Card—Page 32
For More Facts About Ad
on Facing Page Write in No. 171→
PURCHASING

Our high speed steels are for performance



Whatever the major problem of the tool application—be it abrasion, impact, high temperature or other prevailing condition—Vanadium—Alloys has a first quality High Speed Steel grade to take it in stride. For the performance you need on the jobs you have, it's V-A all the way. Use the experience of our sales engineer in your district—his recommendations can make money for you!

Write for Data Sheets

Sales Offices In Principal Cities VASCO SUPREME: Highest hardness, highest wear resistance, supreme in the field. (U. S. Pat. 2174286.)

NEATRO: Resistance to abrasion exceeds all steels except Vasco Supreme. Excels for both heavy and light cutting.

VAN CUT: High carbon, high vanadium. Properties intermediate between Vasco M-2 and Neatro for easier grinding. Suitable for all types of cutting tools.

RED CUT SUPERIOR: The nation's best known general-purpose

steel. Readily fabricated and heat treated. Shines in a host of applications.

VASCO M-2: The original 6-6-2 type steel. Wide hardening range, good machining characteristics, outstanding economy in service.

8-N-2: Low tungsten, high molybdenum, very tough at high hardness. Excels for fine edged tools.

VAN-LOM: High molybdenum, high vanadium. Best cutting performance of all high molybdenum steels.

Vanadium-Alloys Steel Company

GENERAL OFFICES: LATROBE, PA.

DIVISIONS: Anchor Drawn Steel Co. • Colonial Steel Co. • Metal Forming Corp. • Pittsburgh Tool Steel Wire Co. SUBSIDIARIES: Vanadium-Alloys Steel Canada Limited • Vanadium-Alloys Steel Societa Italiana Per Azioni • EUROPEAN ASSOCIATES: Societa Commentryenne Des Aciers Fins Vanadium-Alloys (France) • Nazionale Cogne Societa Italiana (Italy)



THE SAFETY SWITCH THAT CHALLENGES COMPARISON!

BullDog's heavy-duty safety switch!

- Minimum arcing—double break switching
- Arc control—Vacu-Break® principle
- Pressure contacts—Clampmatic® spring action
- Positive switching—direct handle operation
- High short-circuit performance—tested 100,000 amperes

. . . Plus-all current-carrying parts are silvered. Available through 1200 amperes in NEMA 1 and NEMA 3R enclosures . . . competitively priced. Challenge our field representative to prove these switches are the finest. For more information, write:





T-E CIRCUIT BREAKER COMPANY

Purchasing People In The News

Marbon Chemical Division, Borg-Warner Corporation, Washington, W. Va., has named Rhoda M. Stewart a vice president of the company. Miss Stewart has served as director of purchases. Earlier



Rhoda M. Stewart

this year, the traffic department was added to her responsibility, and the current change will also place the personnel department under her direction.

Ray Marien has been named purchasing manager — printing and supplies for Olin Mathieson Chemical Corporation, New York,



Ray Marien

N. Y. Mr. Marien was formerly forms and procedures manager. He received a B. S. degree in business from Columbia University.

Leon A. Menzl, Jr., has joined American Machine & Foundry Company, New York, N. Y. in the newly-created position of procurement administrator. Mr. Menzl will advise management on procurement and financial control of purchased materials, establish cost reduction and value analysis programs, and set up improved procurement programs. Mr. Menzl had been purchasing manager with Burndy Corporation since 1957. Before that he had been with the Mergenthaler Linotype Company as purchasing agent and American Cyanamid Company as chemical engineer. Mr. Menzl



Leon A. Menzl, Jr.

studied chemical engineering at the Pratt Institute from 1933 to 1936 and received a B.S. degree in the same subject from the Massachusetts Institute of Technology in 1937. He was on the Dean's list at M.I.T. and received a Hoffman Scholarship from the New York Chemists Club.

He is a member of the Southern Connecticut Purchasing Association.

Lawrence H. Zahn, director of purchasing and package development at CIBA Pharmaceutical Products Inc., has been elected president of the Packaging Institute. Mr. Zahn has been active in many industry and government projects since joining CIBA in 1944. Called to Washington in

1957, he served for six months as deputy director, Containers and Packaging Division of the Business Defense Services Adminis-



Lawrence H. Zahn

tration, U. S. Department of Commerce. Mr. Zahn is public relations chairman of the National Association of Purchasing Agents, North Jersey Chapter. He is a graduate of Stevens Institute of Technology.

Richard E. Oliver has been appointed head of the purchasing department of National Automatic Tool Co., Richmond, Ind. He succeeds Paul G. Nolte who has retired. Mr. Oliver has been assistant purchasing agent. He is a past president and national di-



Richard E. Oliver

rector of the Eastern Indiana Association of Purchasing Agents.
Mr. Oliver is a graduate of Richmond (Indiana) Business College.



WHICH JOB WOULD YOU TAKE?

If you're like most of us, you'd take the job with the more tempting salary and the brighter future.

Many college teachers are faced with this kind of decision year after year. In fact, many of them are virtually bombarded with tempting offers from business and industry. And each year many of them, dedicated but discouraged, leave the campus for jobs that pay fair, competitive salaries.

Can you blame them?

These men are not opportunists. Most of them would do anything in their power to continue to teach. But with families to feed and clothe and educate, they just can't make a go of it. They are virtually

forced into better paying fields.

In the face of this growing teacher shortage, college applications are expected to *double* within ten years.

At the rate we are going, we will soon have a very real crisis on our hands.

We *must* reverse this disastrous trend. You can help. Support the college of your choice today. Help it to expand its facilities and to pay teachers the salaries they deserve. Our whole future as a nation may depend on it.

It's important for you to know more about what the impending college crisis means to you. Write for a free booklet to: HIGHER EDUCATION, Box 36, Times Square Station, New York 36, N.Y.



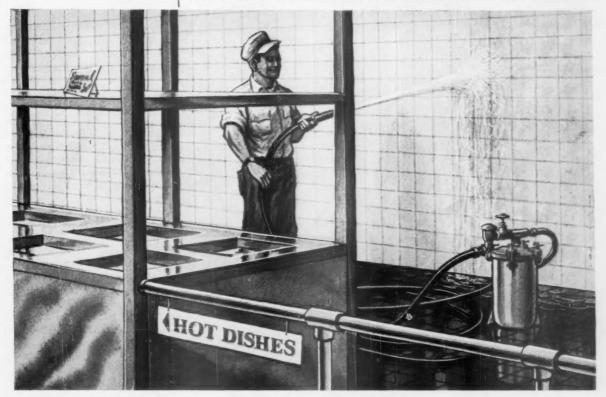
Sponsored as a public service, in co-operation with the Council for Financial Aid to Education



For the best in plant cleaning and sanitation

ask Oakite

OVER 50 YEARS CLEANING EXPERIENCE . OVER 250 FIELD SERVICE MEN . OVER 160 MATERIALS



SIMPLIFY CAFETERIA SANITATION... and SAVE ... with a PLANNED MAINTENANCE PROGRAM

Keeping the plant cafeteria clean involves a necessary cost—but you can keep that cost at its lowest by developing a Planned Maintenance Program. That's simply a plan for applying the *right* materials and the *right* methods on specific jobs. For instance:

Stainless steel tableware: may be safely and quickly cleaned in a solution of Oakite 63 or Oakite 65.

Plastic dishes: in dishwashers, Oakite 66 removes even lipstick in just a few seconds...keeps foaming to a minimum...rinses freely.

Steam tables: flavor-robbing and heat-robbing water scale is dissolved quickly and easily by circulating a solution of Oakite 32.

Asphalt tile floors: one ounce of Oakite 12 or Oakite 202 to a gallon of water removes dirt and stains with complete safety.

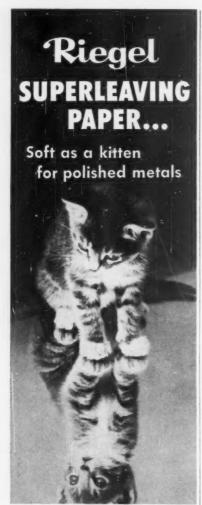
Floors, walls, tables, equipment: an Oakite Saniseptor, hooked up to any hot water line, charged with the proper Oakite material, will get rid of the most stubborn soils. So effective, it pays for itself in jig-time.

General purpose: Oakite Chlor-Tergent cleans, kills bacteria and deodorizes all at the same time. Excellent for smaller cafeterias where a single material is preferred.

Ask the Oakite man to help you develop a Planned Maintenance Program. Meanwhile, send for PLANT MAINTENANCE CLEANING GUIDE. Oakite Products, Inc., 26 Rector Street, New York 6, N. Y.

it PAYS to ask Oakite





Highly polished metals like stainless steel are easily scratched by dirt particles. To protect the surface many industrial plants now use Riegel's SUPERLEAVING, a special lightweight interleaving paper made with unusual freedom from lint, lumps, dirt and shives. It has high tear and tensile strength, as well as neutral pH. Chlorides and reducible sulphur, which may cause corrosion, are closely controlled.

This is another of Riegel's 600 specialty papers and laminations now serving industry in products, in production, in packaging. If you have a problem or a requirement that paper may solve, write Riegel.

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- AFILD LAW SWILL FES I	
Riegel Paper Corporation	
Box 250, New York 16, New York	
Send complete data on SUPERLEAVING to:	
Mr	
Co	_
Address	

For More Facts Write No. 175 on Information Card—Page 32

FOB-"filosofy of buying"

	LEASE RECEIVE FROM CERTIFAL STORES TO Pane V. Familie
QUANTITY	DESCRIPTION
Unlimited	Best wishes for Christmas and the Dew Year
	SIGNATURE / Harries C. F. Kelle

ONE OF the more intriguing Christmas cards received in our offices this season came from Harold Exell, of the North Thames Gas Board in London, and past president of the Purchasing Officer's Association.

Mr. Exell's card showed a holly-ringed sketch of the central stores building on the cover. On the inside was the unusual greeting shown above.

ADVERTISING took something of a beating during the last campaign, to the point where even people indirectly associated with it began to feel as though they were subversives. But advertising—at least one aspect of it—has a highly intelligent and literate defender. E. B. White, one of the country's most gifted writers, had this to say in the New Yorker for December 3:

"I'm a firm believer in the system of having private enterprise support public utterance; advertising is the safest and best foundation for free speech. It is also diverting and instructive in itself, being the showcase for our national dream, and people like to study advertising, provided they do so of their own free will.

Advertising becomes objectionable and irritating only when it gets the upper hand, and that is exactly what it has got in television."

SPEAKING of advertising, have you seen the highly complimentary ad Marsteller, Rickard, Gebhardt and Reed, recently ran featuring the P.A. MRG&R, a top industrial advertising agency with its headquarters in Chicago, ran this head over a picture of two men conferring in an office: "Does Your Advertising Agency Talk to Your Purchasing Agent?"

"This man is not a salesman," the copy continued. "He is a Marsteller-Rickard account executive—and the reason he's in with the client's purchasing agent at this point instead of the advertising manager is a matter of standard procedure with us.

"Purchasing agents can be a gold mine of marketing information. Take your own P.A. He's a professional, experienced buyer of hundreds of products. In most cases, he's one of the men your own salesmen try to reach. . . . in someone else's company.

"That's why we talk with them every chance we get. We learn

from them what motivates a P.A.'s buying decisions."

(But who, MRG&R, let this blooper slip through: "— and whomever else we feel can add to our general fund of business knowledge"? The whole clause rather than the compound relative pronoun is the object of the preposition "with," so "whoever" should be used as the subject of the verb "can add".)

SPEAKING further of advertising and literary ability, we'd like to salute the anonymous editor of one of the most interesting external house organs we know, "Silicate P's & Q's"-a monthly two-page message "to those who use soluble silicates, or could use them" from the Philadelphia Quartz Company. Beneath that rather prosaic title you'll often find a gentle, thorough, and often philosophical discourse on almost any subject-and an absolute minimum of sales talk. No gimmicks, no wisecracks, just the musings of an obviously cultivated mind.

We don't know who writes "P's & Q's" and we don't know if it sells any great amounts of soluble silicates. But we do know that any P.A. who likes a good style and thoughtful but not pretentious commentary on the world around him should try to get on the mailing list for "P's & Q's." Ask especially for the December, 1960 issue. Philadelphia Quartz is at Public Ledger Building, Philadelphia 6, Pa.

Is IT A press release or a message from outer space? A release received from the University of Michigan News Service has the usual data at the top—source, address, contact, telephone number. Immediately following, however, is this spicy little note:

"(16) 12-2-60 (Art-Iglehart) (R1, 2.F.Art 1, 2.B1, 2, 3, 6.J1, 2. Labl, 2.ISR)."

Put that in your computer andsee if anyone salutes!



Are you using wire cloth or wire cloth parts which must be corrosion resistant? Are the service conditions in your plant really tough? If you have a problem selecting the proper anticorrosive alloy, Newark Wire Cloth may have the answer.

Available in all corrosion resistant metals, Newark Wire Cloth is accurately woven in a wide range of meshes, ranging from very coarse to extremely fine.

If you have a wire cloth problem involving corrosion, please tell us about it . . . we may have the answer.



If it's wire cloth or fabricated wire cloth parts, Newark is your best source of supply. Send for our latest literature.



351 VERONA AVENUE • NEWARK 4, NEW JERSEY For More Facts Write No. 176 on Information Card—Page 32



INSTANT HEAT!

G-E tubular Quartz Infra-red Lamp hits 4,000°F in less than a second

...and two seconds after you turn off this pencilthin lamp, 80% of its radiant energy is gone. Residual heat won't overheat your product.

Pour a glass of ice water over this lamp at full heat and—nothing happens! The quartz tube withstands violent temperature shock.

General Electric's tubular Quartz Infrared Lamps are made for jobs where high or low amounts of concentrated radiation are needed fast. Examples: cooking food; shaping plastics; drying paints, paper, inks and glue; heating people; testing aircraft at supersonic-flight temperatures.

In most cases, you'll be surprised how few lamps do the trick. You can produce concentrations of 10 to more than 10,000 watts per square

foot. It's the most powerful infrared source of its size. Quartz Infrared Lamps are simply constructed with a flexible wire at each end and can be installed economically. They've been proved in actual use for over six years.

Choose the size you need—500 to 5000 watts—in 5" to 50" lengths at 100 watts per inch. Ask your General Electric lamp representative for information on how Quartz Infrared Lamps can help your operation. General Electric Co., Large Lamp Dept. C-11, Nela Park, Cleveland 12, Ohio.

Progress Is Our Most Important Product

GENERAL (ELECTRIC

KNOW SUPPLIER'S KEY PEOPLE—It's a good idea to keep track of key workmen in your suppliers' plants if you can. After getting good service and quality from a foundry for two years, a P. A. suddenly found rejects running as high as 90%. He learned that certain personnel who had been handling his work had been switched to other jobs. He now makes periodic checks to make sure his jobs are getting expert attention even if workmen are moved around.

WHAT DOES FREIGHT COST?-When the supplier pays the freight, on a purchase, try to find out what part of the price represents transportation cost. This can help you in two ways. First, it enables you to check on the accuracy of what the supplier has charged for transportation. Second, when freight rates are lowered, you have an extra lever to use in renegotiating prices. It's surprising how many companies overlook this.

FILE FOLDER FORMS-Many P. A.'s keep records of each purchased item in a separate file folder. They also maintain price and vendor record cards for each item. Why not combine the file folder with the form? One P. A. prints his purchase record form right on the inside of the file folder where it faces him as he goes through the folder. Results: fewer papers to file, lower costs. and better control.

if and when your requests for quotation will be returned? Try using a little advance follow-up. To each request for quote attach a stamped self-addressed postcard carrying a description of the job, date you want the quote, vendor's name, and these two comments: We will quote and meet above date; Unable to quote. Vendor simply checks one, drops the card in the box, and you know where you stand.

BUYERS' HOME PHONES—The typical manufacturing plant operates at least two shifts, so emergencies occasionally arise when materials are needed and the office is closed. In most cases, the shop superintendent winds up calling the director of purchases at home. He in turn calls the appropriate buyer for assistance. Directors of purchases who enjoy their sleep (and also want to see emergency purchases made more efficiently) provide the plant with a list of their buyers and their home telephone numbers.

TECHNICAL HELP...





Thumbing through volumes of technical literature may help you come up with a solution to your laminated plastics problem. But the easier, surer way is to call a CDF sales engineer. Through him, you get the technical service that assures an authoritative and practical approach in selecting the materials best suited to your application. You'll find CDF technical experience covers the industry's widest, most up-to-date selection of laminated plastics, vulcanized fibre, molded plastics, mica products, and flexible insulation.





The Problems And the Promise

Purchasing Magazine January 2, 1961 U SUALLY WITH more pride than resentment, purchasing agents often picture themselves as many things to many men: diplomat, lawyer, engineer, negotiator, economist, and even father confessor.

The picture is not overdrawn. Diversified skills are needed to do a good purchasing job. Five minutes after a purchasing agent has acted as a peacemaker in a battle between sales and engineering he may be consoling a regular supplier on the loss of some business. He may round out a routine day by committing his company for hundreds of thousands of dollars.

Not to speak it flippantly, this is all part of growing up, and purchasing should welcome the pains that go with it. As purchasing agents move to the executive level they can expect to find their managerial responsibilities increasing. More people—both inside and outside the company—will rely on them for advice and assistance Their roles in corporate decision-making will become more significant. In short, their problems will multiply along with their opportunities.

A natural response when you talk to purchasing people about these things is: You've done a good job in outlining our problems and alerting us to our opportunities; now give us some practical instructions on how to handle them. We all like simple black-and-white answers to the questions that baffle us. We like simple and reliable instructions on how to solve problems. But there are no pat answers to every problem executives are expected to grapple with. Otherwise, there would be little need for business executives—or leaders of any kind. The man in charge is put there because of his ability to recognize problems and work out his own solutions. Purchasing agents who seek only a formulized approach to their growing responsibilities have no claim to the title or prerogatives of an executive.

Heading into the uncertainties of 1961 management will be pressing for more effective purchasing to protect narrowing profit margins. As the experts who write in the following pages point out, the demands on purchasing will be great, but the opportunities—both for the individual purchasing executive and for his company—will be just as great. The articles in this issue offer no quick and facile answers to the problems purchasing people will be faced with. What they say, in fact, is that ambitious purchasing people should be seeking new problems to solve as they broaden the scope of their jobs. It is only by recognizing problems, and accepting the challenges they present, that purchasing can fulfill its own promise and become a truly managerial function.

Paul V. Farrell

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Management's Responsibility To Purchasing

By Stuart F. Heinritz, Senior Editor

In AN ECONOMY and society that is intensely slogan-minded, the year 1961 is ushered in with a national theme song of "New Frontiers." We have become so inured to living with the accelerated pace of political and technological developments in recent years, and coping with the problems it raises, that the suggested newness seems to be chiefly a matter of degree and urgency, rather than of kind. Nevertheless, popular acceptance of the catch-phrase is somewhat disturbing to our field of purchasing, which has often and aptly been characterized as the "Last Frontier" of management.

That designation of the "Last Frontier" gave a very special significance and importance to our job of procurement. We eagerly accepted the challenge implicit in that characterization, and have worked earnestly to meet the responsibilities it imposed. The results of that effort have been generally successful-in some respects fantastically so. Management acknowledges this. Of course we are aware that much still remains to be accomplished, that we have not yet completely conquered the purchasing frontier. But does this emphasis on new frontiers mean that our "last" frontier has now been written into history, and that the recognition and opportunities of our function in management have reached a static level? The answer to that question lies in a more complete understanding of the nature of frontiersmanship, and of its application to our

Fortunately, engaged in a relatively young profession like purchasing, we have a rich fund of reference, within the memory of most and within the personal experience of many now active in the field, that will help us to such an understanding. We are, in fact, frontiersmen. And if we learn anything at all from this experience, it is that there's a lot more to frontiersmanship than the sort of thing romanticized in the current vogue for TV westerns. That is only a part of the story. It is one phase, but it is neither the beginning nor the end. Let's take a look at the whole picture.

The simplest example of frontiersmanship is the historical one, the story of our westward expansion, the taming of a new continent. It is logical to start with a brief review of that experience, for it is the basis of the present figure of speech. We can then draw a parallel in the development of other facets of our national life, and we shall find that exactly the same principles apply.

The process of frontiersmanship comprises three distinct phases. The first of these is exploration of the unknown, overcoming the barriers and pushing back the horizons of our knowledge. It is an adventure prompted by man's insatiable curiosity to learn about the world in which he lives. It is a task calling for vision, faith, and courage. It is likely to be an individual quest, and is frequently a lonely one, beset with all manner of hardships. And characteristically, the attainment of one far horizon serves but to reveal another beckoning ahead.

It Started This Way

In the early days of our nation, the population huddled on a narrow beachhead along the Atlantic coast. Our western skyline was the lofty barrier of the Appalachians. A rude fort at the confluence of two rivers on the other side of the wastershed represented the ultimate frontier-but not for long. Pressing forward, intrepid frontiersmen discovered the broad valley of the Mississippi, rich prairie lands stretching farther than human sight, the grandeur of the Rockies, and eventually they came all the way to the continental border, the frontier of the Pacific. They overcame barriers of wilderness and water, of sheer distance and mighty mountains, until the map was complete, from sea to shining sea. Frequently, the reports they sent back were disbelieved, but there were enough people of pioneering instinct to follow and see for themselves.

So at the same time, as each day's frontier became the starting point for further exploration, another group of pioneers moved in and busied themselves with the second phase of frontiersmanship-taming the newly opened territories and developing their latent resources. The explorers had disclosed new and exciting potentials. But before these potentials could become realities, land had to be cleared and tilled to support life; the resources of raw materials, power, and productive capacities had to be studied and cultivated, converted and applied to useful and profitable purposes; order had to be established to provide a safe and wholesome environment for home-making and business enterprise; the foundations had to be laid for peaceful co-existence and trade with the settlers in neighboring areas, for mutual benefit. These were problems. not of finding, but of building. They called for talents of analysis and organization, a sense of practical values, a willingness to investigate and experiment, and dogged perseverence. In this phase, the frontier was no longer geographical, but there were challenging frontiers of technology and economics, of public and personal relations as group effort succeeded individual exploration.

There was necessarily a good deal of trial-anderror in coping with these new problems and new conditions. Progress was often uneven and discouragingly slow. There were many divergencies of opinion to be reconciled before generally acceptable solutions were evolved and before these frontiersmen learned to benefit from the ideas and experience of others as well as from their own. But from this very debate in a common cause there emerged a strong group or regional consciousness that accelerated the conquest.

It is not surprising that there were many—particularly among those content to remain behind in the familiar and comfortably established environments of geography, custom, and ideas—who had little enthusiasm for the new frontiers and were loath to accept the lessons hammered out in that hard school. Yet this second phase of frontiers—manship was essential to give meaning and value to the work of the explorers and to broaden the effective scope of the original community where it all started.

There remains, then, one more phase of frontiersmanship essential to completion of the process -the phase of assimilation. To define the frontier at this stage, we must look back at the line that marks off the newly developed area from the parent land whence the frontiersman originally set forth. To erase that line, to eliminate the frontier concept in favor of one all-embracing, unified national entity, the group or regional spirit must give way and merge into the larger interests and goals of the whole, while still making its unique contribution to the shaping and effectuation of those goals. And in turn, the central authority of the old community must accept these recently unknown and undeveloped areas on their merits, not on a classified partnership basis but in a true family relationship. To bring them together within a single frame is distinctly a two-way responsi-

The trail of one-time frontiers that have been completely, wholeheartedly assimilated in this fashion can readily be traced across the breadth of the nation. Yesterday's wilderness forts and river landings, the farm communities of the prairies and the trading posts of the far west, are today's cities and centers of a national life that has been magnificiently enriched and enhanced in stature because they are what they are. Most of them retain an individuality that reflects their origins, and take pride in their character and heritage. But we never think of them except as American. They are living proof of successful frontiersmanship, from exploration through development to eventual assimilation.

Truly this third phase is a complex and difficult

one. It calls for statesmanship and status, coordination and compromise, common efforts for the common good. And when it is consummated it results in that mathematical paradox, a whole that is indeed greater than the sum of its parts.

So much for historical and geographical precedent in the field of frontiersmanship. How does it apply to the sloganeers' figurative use of the term?

In science, we have come a long way from the simple concept of a world composed of three elements-fire, water, and air-and from the alchemists' philosophy of transmutation. From these narrow frontiers of imperfect knowledge the explorers of science discovered many diverse elements and something about their structure. Then the developers classified these discoveries and found an orderly pattern of properties and behavior that enabled them to control and utilize materials more effectively, to improve upon nature in countless ways for a multitude of beneficent purposes. In their continued experimentation, they found that the early theories were greatly oversimplified and there emerged a score of highly specialized sciences, revealing hitherto unsuspected possibilities in the realm of organics, synthetics, and molecular energy, coming ever closer to the mystery of life itself. They found interrelationships that crossed the lines of specialized research, posing problems of coordination that created a whole new concept of science.

Discover Purchasing's Potential

Today's scientist is still a specialist, but his specialty is likely to be a compound one. We still have biologists, chemists, and physicists, but instead of concentrating on one small, definitive sector of these basic sciences they are usually concerned with more complex fields such as bio-chemistry, physical chemistry, thermo-dynamics, or nuclear physics. And as mankind tries to integrate and assimilate the new science, we find a challenge of world-wide proportions. In the healing arts we find a universal language. In the synthesis of new compounds and products, we find competition that rocks the whole economy of nations, that throughout history has been founded on their unique material resources. And in the awesome power of nuclear energy we have a compelling force for world unity, whether for mere survival or for peaceful blessings that can only be guessed at up to now.

All this is merely background. Now what of our direct concern, the non-material frontiers of purchasing and management? Up until relatively recent times, the frontiers of management encompassed only the primary functions of production, sales and finance. Then imaginative explorers discovered new areas of profit potential beyond this limited horizon. Among the more belated discoveries were the resources inherent in better procurement.

The frontiersmen exploring this field were indeed a lonely and discredited company. But they had faith in their quest and had the vision to see still broader horizons—perhaps even the last fron-

"Until the boundaries of management are extended to include procurement as an integrated part of the whole management process, purchasing must remain apart, struggling with the hazards and frustrations of frontiersmanship and unable to make its full contribution."

tier. In their determination to find the complete elements that comprise the purchasing field, they succeeded in defining the key factors of quality, service, and price; they rediscovered the economic law of supply and demand, and lived familiarly with it as well as with the controlled markets that are a part of the management heritage; they learned to recognize and ride the tides of cyclical business fluctuations; they discovered the virtues of alternate and preferred supply sources, accurate specifications, adequate records, and simplified procedures in buying. They found, even to their own surprise, that their expenditures for purchased materials, supplies, and services represented a share of product cost greater than all other factors combined. They ventured the revolutionary opinion that a dollar saved in purchasing is exactly as big as a dollar earned through increased sales or more efficient production, and is usually more readily come by.

Management exhibited remarkable restraint, amounting to apathy, in respect to these frontier explorations, but the second wave of frontiersmen in purchasing seized upon them avidly. In the development stage, seeking to apply this new knowledge for better purchasing performance, they analyzed, experimented, and organized. And on the foundation of these elementary ideas they built a solid science of procurement, embodying the touchstone of value, the commercial aspects of standardization, the control of materials flow, economically sound determination of optimum qualities and make-or-buy decisions, accurate cost accounting for materials and their utilization, and the cultivation of constructive vendor relations. all implemented with tested policies, techniques, and systematic methods. In the course of this process they developed a strong and influential professional group consciousness, with high and practicable ethical standards. In the frontier area of purchasing, they created the new concept of materials management and demonstrated its capability of contributing substantially to industry's profit goal.

So much is history. But the story cannot be completed without going on to the third phase of frontiersmanship, assimilation. The purchasing function has never existed for its own sake, nor does the science of materials management. Among its profit potentials, some can be independently achieved and evaluated. Many of them must be effectuated by acceptance in the form of engineering and manufacturing decisions, and will be

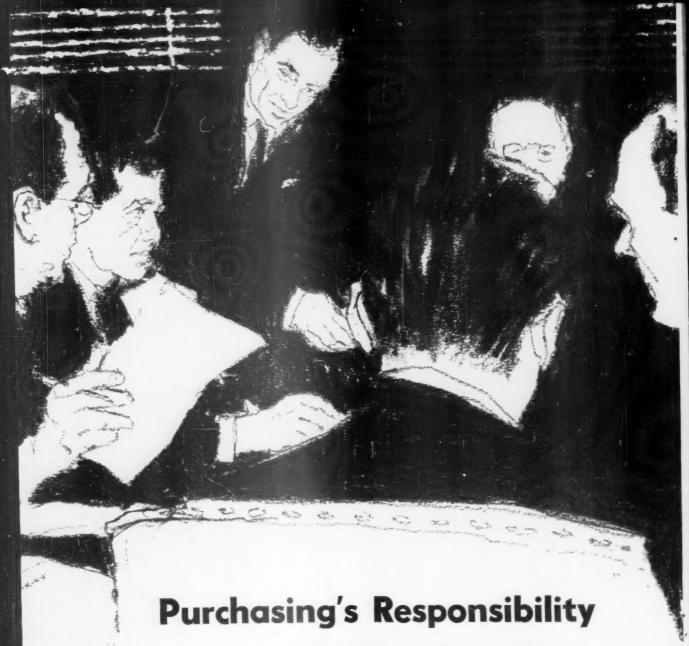
measured in those terms. In respect to these, the purchasing pioneer must remember Emerson's observation that there is no limit to what can be achieved so long as we are not concerned with who gets the credit. And there are other potentials even less tangible, though no less important and profitable—the maintenance of high product quality standards, of a favorable competitive marketing position, and of a reputation for integrity and fair dealing. All of these are benefits accruing to management as a whole; they are a part of the larger, common goal, for which all branches of management exist.

The Struggle Goes On

To realize these benefits by assimilating the frontier area of purchasing is the responsibility of central or top management-a responsibility that is being accepted in an increasing number of companies, but is by no means universal as yet. Until that frontier line is erased, and until the boundaries of management are extended to include the area of procurement as an integrated part of the whole management process, purchasing must remain a field apart, struggling with the hazards and frustrations of frontiersmanship and denied the opportunity to make its full contribution to management progress and achievement. Assimilation calls for understanding and recognition, for coordination, and for status. This is certainly not a new frontier, and it may not be the last frontier, but it happns to be the existing frontier at which purchasing has overlong been standing.

To the extent that full assimilation is deferred or denied, frontiersmen in purchasing will necessarily, but with full justification, continue to be "status seekers," and management will continue to be constrained within an unnecessarily limited frontier, to its own disadvantage, without the full benefit of the rich resources that lie ready for the taking. But once this well deserved status is freely granted, and purchasing frontiersmen are accepted as first class citizens in the management entity, that boundary will disappear and management itself will find a broader scope and more effective total performance. Then, as in the geographical parallel, management will discover new frontiers and new horizons, and will have greater resources to attain them.

That day has been steadily approaching, and by the force of economic circumstances it cannot be much longer deferred. Perhaps the slogan of 1961 is prophetic.



To Management

By Howard T. Lewis, Professor, Harvard Business School

IF THE AVERAGE purchasing agent is to become really "top management minded", if he is to exercise the role with reference to materials management that he claims is rightly his, then he should not fail to project his thinking into the future and to plan accordingly. For if he does not plan in advance, and qualify himself for those responsibilities which "should be his, but as yet are not," then clearly those larger duties will be exercised by someone else.

Of one thing we can be certain, the business

world-and the social and political worlds as well -within ten years will be very different from what they are now. On this score there can be no question. Electronics, operations research and the other mathematical-statistical types of analysis, automation, motivation analysis and advancement in the understanding of human behavior generally -the combined impact of techniques such as these can only be surmised. Nor can we any longer take it for granted that we in the United States are the most advanced imaginative, the most energetic,

the most productive country in all the world. As has been pointed out so well by others, we are making the best types of our equipment available to any who may want them, and with it goes our know-how. We are establishing branches of American concerns throughout all western Europe and competing with our domestic producers-at labor rates well below our own. Few realize the extent to which we are exporting through schools, conferences, seminars and the like, all we have ever learned about management policy, administrative skills, and the use of business experience. To say that the social environment is undergoing radical change is commonplace. Already in the United States, maximum profit as a goal for the individual concern is seriously challenged.

Yet with all the changes in the business climate, procurement in some form will not become less important to the proper functioning of a company. On the contrary, it will become even more important as its impact upon profit becomes apparent. This brings us to the more immediate question—what lies ahead for the procurement function itself? I know no more about the answer to this question than anyone else, and it is most presumptuous of me even to suggest what the answer might be. But I think six things are likely to happen to purchasing in the next 10 years.

1) There will be included within a single managerial unit all the planning, directing, controlling and coordinating activities concerned with production inventory requirements from the point of their inception through to their introduction into the manufacturing process. It will not have primary responsibility for production planning and control nor for finished goods inventory. As one activity within this broad procurement unit will be found, the traditional purchasing section, responsible for the selection of sources, negotiation with suppliers, and price determination. Purchasing will report and be responsible to the chief of the materials management or supply branch.

2) There will be increasingly close coordination and even integration between this supply function itself and the overall company policy. There will be less departmentalization and more integration. This will be achieved both through organizational changes and through the developing methods of communication and control. The organizational changes will be tremendously influenced by the very exhaustive and detailed analysis basic to any evaluation of the usefulness to the individual company of electronic data processing and of automation. It will be furthered, too, by the application of the operational research type of approach to business problems. This conditional shift will be furthered, too, by a greater comprehension of the significance and applicability to every department of the advances made in the area of motivation and human relations. There will be less talk about vested rights, privileges, and assignment of credit and more about common contributions to company

3) There will be big changes in dealing with

stock, inventory, and order placing responsibilities. This will come about as a result of better top management comprehension of the nature and relationship between these activities, and a greater use of automatic data processing.

4) There will be wider use of various mathematical and statistical techniques for the accumulation and utilization of systematic data as a basis for making administrative and policy decisions. Many problems now solved by individual "hunches" parading as "reasoned judgment" will be resolved more scientifically. Here again, operations research will play an important part. Of course, there will always be a need for intuition, hunch, and experience in business. I do not believe for a moment that major policy decisions can ever be made by a machine. But a substantially more sound assemblage and analysis of essential facts can be provided upon which judgment decisions can be made. The essentially intuitive manager will, to an increasing extent, become an anachronism. The manager of the future at both the top and departmental levels will not be satisfied with "This is an answer to our problem" but will insist on asking "Is this the optimum answer?"

5) There will be necessarily greater utilization within the procurement area of the services of technical experts in mathematical-statistical methods, and of purely technical advisors in such areas as value analysis. The precise relationship between these experts and the operational and policy making personnel is as yet a matter of conjecture.

6) Within some such framework as is suggested by these five trends, the function of supply—or materials management if you prefer that term—will be performed. Whether the character of its operation will be modified as a result of operations research, electronic data processing, the development of new materials or processes, or some other outside force is immaterial. The important point is that the environment within which the director of materials will serve his company will be quite different from what it is today. So far as the manager of supply is concerned, there is little he could do, if he would, to divert these developments.

The Threat to Purchasing

Yet, the basic function itself will not change. The question is not whether this essential activity shall be performed. Regarding its importance to successful business management there can no longer be any debate. These fundamentals are not at stake. Rather the questions ahead of us have to do with such matters as to how they shall be performed and by whom. The threat to today's purchasing officer-and to our companies-is that he -and they-may not recognize the existence of the implications of these issues until too late. If, through lack of foresight, or a natural resistance to change, or for any other reason, he is not prepared to cope with their impact, then others, perhaps less familiar with operations but better qualified with the techniques, will take over.

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The Never-Ending

Quest for Value

During the next decade there will be many important changes in value analysis techniques. This article analyzes the more significant trends that will develop as the importance of VA grows.

By Dean Ammer, Executive Editor

V ALUE ANALYSIS is a purchasing technique with a tremendous future—but almost no past. The term "value analysis" was coined less than fifteen years ago by L. D. Miles of the General Electric Co. At the same time, the U. S. Air Force and the Ford Motor Company were experimenting with a similar technique they called "purchase analysis." The new technique—under either name—didn't catch on at first. During the first ten years of its existence, it was adopted by no more than a few dozen companies.

During the last five years, however the number of companies using value analysis expanded at least a hundred-fold. Today, hundreds of companies have separate value analysis activities and thousands more use value analysis techniques in their purchasing departments. But use of value analysis is still limited in certain types of companies. Only a few companies in the process industries have separate value analysis activities and hardly any purchasing managers of small companies have successfully persuaded their managements that they can't afford to be without a full-time value analyst.

This situation should change in the next decade. By 1970, the full-time value analyst should be an accepted member of even three-man purchasing departments. In addition, value analysts will be more common in the process industries than they are today in the durable goods industries. These changes will be brought about by increased management recognition of the profit potential of value analysis and improved value analysis techniques.

Even today's V.A. techniques are better adapted to small business and process industries than many P.A.'s realize. Among the more widely used techniques that could be adopted by small companies and process industries are:

- (1) The value test.
- (2) Comparative analysis.

- (3) Cost of each property.
- (4) Brainstorming.
- (5) Supplier ideas.

Testing for Value. One of the simplest—and sometimes one of the most effective—value analysis techniques was developed by General Electric. The technique was first applied to component parts. But it has now been used thousands of times with outstanding success on every conceivable raw material and non-productive item. Each item being analyzed is subjected to "Ten Tests for Value." The value analyst asks himself these questions as he studies the item:

- (1) Does its use contribute value?
- (2) Is its cost proportionate to its usefulness?
- (3) Does it need all its features?
- (4) Is there anything better for the intended use?
- (5) Can a usable part be made by a lower cost method?
- (6) Can a standard product be found that will be usable?
- (7) Is the product made on proper tooling, considering the quantities that are used?
- (8) Do material, labor, overhead, and profit total its cost?
- (9) Will another dependable supplier provide it for less?
 - (10) Is anyone buying it for less?
- If the item "flunks" any of these value tests, the analyst makes a more detailed investigation. For example, a paper company P. A. subjected a purchase requisition for the spare parts of a pump to the test for value. The supplier quoted \$375 and a new pump cost \$465. The spare parts prices flunked test No. 8—they were greatly in excess of any reasonable allowance for cost of production—but, unfortunately, they passed test No. 9 because the P. A. couldn't find another supplier with lower

prices. Tests 2, 3, and 4 led the purchasing agent to his final decision—to spend more to save. He decided to buy a new pump for \$465 because his purchase history cards showed that future spare parts expense on the old pump would probably amount to at least another \$300 in the next two years. So the new \$465 pump was cheaper than the total expenditure of \$675 to keep the old pump operating.

As the tests for value imply, the value analyst's creed is based on creative skepticism. He is never satisfied with any item. He is always certain there is a better way to buy and is determined to find it. An item that may pass all the tests for value today may fail them tomorrow as supplier research brings forth lower cost processes and designs. The value analyst must keep abreast of all new developments so that he can intelligently subject each item to the Tests for Value. He must also be versed in cost estimating techniques in order to evaluate the impact of new developments on the cost of the items he analyzes.

Comparative Analysis. Items that pass the tests for value may not stand up so well when subjected to comparative analysis. Simple comparison of like commodities often gives clues that lead to cost reductions.

One purchasing department applied comparative analysis to the valves it purchased for its maintenance department. It weighed each similar type of valve and then plotted the cost per pound of each and compared it with the weight. While the total cost of the heavier valves was naturally higher as their weight increased, the cost per pound decreased. Two valves were exceptions to this rule. Their cost per pound was much higher than other valves that were almost identical in weight. These high cost valves were analyzed in greater detail. Each had special features that raised its cost. In one case, purchasing could do nothing; it continued to pay a premium price for a valve with premium features. But, in the other case, it discovered that the special features weren't really needed. A valve supplier had developed a new product that permitted the same function to be performed at lower cost. Purchasing was able to buy the new product at a price 30% less than that charged for the old design.

Cost of Properties. Valves and other items can also be analyzed in terms of the cost of each of their properties. For example, if the purpose of the item is to cover something, its cost per square foot can be calculated and compared with the cost per square foot of other materials. Sometimes this approach can lead directly to savings. Occasionally, the effect will be less direct.

Take the case of the P. A. who periodically got requisitions to refinish the wooden floors of his company's 1910-vintage offices. He compared the cost per square foot quoted by a supplier of vinyl tile with the cost per square foot of maintaining the wooden floor. True, it was cheaper to spend \$1600 to re-finish the floors instead of \$8000 to

put in a vinyl floor. But the re-finishing job was good for just a few years and cost more to keep clean while the vinyl job would probably hold up for 20 years with minimum maintenance.

Brainstorming. The P. A. might have used still another approach to cut the cost of his floor. He would think of the function of the floor covering—to provide a surface to walk on and to work on—and then he might try to brainstorm some original method to solve the problem. The result might be a few wild ideas (e. g. make everyone work on ladders so there wouldn't be too much need for a floor covering) but in the end the brainstorming process might actually shake out a genuinely workable solution to the problem.

Brainstorming is not only one of the most useful value analysis techniques, it is also one of the least used and most promising. Brainstorming didn't start out as a value analysis technique at all. It was originated by the advertising industry as a way to stimulate creative thinking on advertising copy. Its applications broadened after Alex Osborne of the advertising firm of Batten, Barton, Durstine, and Osborne popularized brainstorming with his book, Your Creative Power.

Brainstorming is a group activity in which four to ten persons participate. Each participant applies his imagination to a single problem and is encouraged to propose any idea that crosses his mind—no matter how ridiculous it may seem. Every idea is duly noted by the chairman. There is no criticism of the ideas during the meeting so that the creative power of the participants won't be inhibited. The hope is that one idea which may be ridiculous will touch off other suggestions which ultimately will lead to a genuinely original and workable solution to the problem.

Brainstorming is as useful in value analysis as it is in advertising. Both activities are creative and both are often inhibited by preconceived notions and prejudices. The value analyst gets used to being told, "Why change, we've been doing it this way for twenty years—it just won't work." He often can get results only if he removes all preconceived ideas about how a product should be specified, manufactured, and purchased and concentrate on the function of the item.

Brainstorming provides an ideal environment to shake out old prejudices and look at problems in a new light. If some of the ideas proposed during a session are useless, they can readily be discarded in the evaluation stage that follows. Most brainstorming sessions last but a few hours (the participants are exhausted by then), and usually dozens of ideas are generated. The hope is that out of many ideas one will be found which will solve the problem.

Using Suppliers' Ideas. Occasionally companies invite suppliers to participate in their brainstorming sessions. As one P. A. put it, "Even though it doesn't show up directly on the balance sheet, supplier know-how is one of our company's biggest assets."

"Pre-production purchase analysis should come into its own in the next decade. This trend will give purchasing a chance to take part in all the basic product planning decisions made by a company."

This is an asset which is available to every company. Even very small companies have thousands of suppliers and each supplier usually knows far more about his specialty than do any of his customers. That's the reason supplier knowledge is one of the best sources of value analysis cost reduction ideas. Buyers naturally try to make use of vendor know-how in their day-to-day contacts with suppliers. Some companies go even further: they organize supplier seminars which are attended by top executives from the company's vendors.

The seminars are usually held at the buyer's plant or a nearby hotel. They almost always feature a dinner at which company executives introduce new products, outline corporate objectives, and discuss future plans and their effect on suppliers. But the real purpose of the meeting is to give suppliers a chance to tour the company's facilities and study its products in detail.

Some companies make up special product displays in which each part is stripped down. Suppliers are asked to make suggestions for product improvements, even on items that they don't manufacture. A few years ago, the Whirlpool Corporation held a supplier seminar at its home laundry plant in St. Joseph, Mich. which was a huge success. Suppliers made more than 300 suggestions. About a dozen of these were usable and resulted in unit savings of more than 90¢ on each combination washer-dryer.

Some companies that have held supplier seminars try to stimulate supplier suggestions on a continuing basis. They do this with permanent product displays in which they show all the major components of their product. One of the "Big Three" auto companies goes even further: its display room not only has components from its own cars but also those of competitors.

Pre-production Purchase Analysis. All of the value analysis techniques we have described so far apply primarily to existing products and services. This is as far as most companies have gone with value analysis. But a few pioneers are going much further. They are working to incorporate value analysis ideas into the product while it is still in the design stage. This is virtually the only workable value analysis approach on highly engineered products like missiles and electronics equipment which are made in small quantities and subject to countless design changes. It is also the best approach on products made over and over again in large quantities,

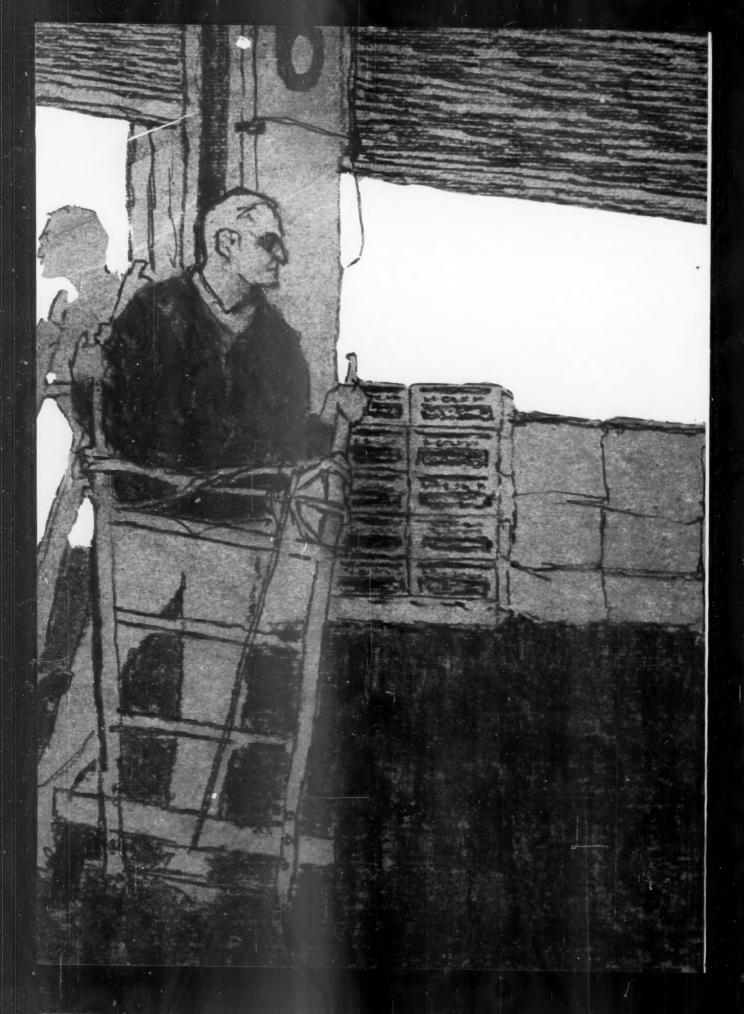
Pre-production purchase analysis (PPA) should come into its own in the next decade. This trend will give purchasing a chance to take part in all the company's basic product planning decisions. Certainly, few would deny that the P. A. who participates in planning the product from the earliest stages is playing a bigger role in management than the P. A. who sits and waits for engineering and production control to send him a requisition before he makes any decisions. PPA gives him the opportunity to get in on the ground floor.

PPA was first developed in industries where rapid product obsolescence made conventional value analysis impractical. If a product is never going to be made again, it is pointless to make a detailed value analysis study of it. This is also true of products requiring substantial investment in specialized facilities or tooling. In either case, value analysis should be used before a heavy investment is made; afterwards, it is usually too late.

With PPA, purchasing personnel (either buyers or value analysts) work closely with product designers and follow every stage in the evolution of a new product, from the point where ideas are first developed to the point where production drawings are made and purchase orders are issued. The objective is to steer the designer into concepts that provide maximum value. This may mean suggesting that a product be made of a lower cost material. More likely, it means that the designer will be guided into components that cost less because they are standard for some other product made by the company.

It also frequently means that the designer will be guided toward designs that inherently cost less to manufacture. While most designers are familiar with manufacturing processes, they do not necessarily know the relative cost of each process nor can they ever hope to be familiar with the competitive market decisions that determine costs and prices. That, of course, is purchasing's province.

While PPA is still too new to describe in more detail, there is no doubt that it is the value analysis approach of the future. Its popularity will mush-room in the 1960's just as value analysis mush-roomed in the late 1950's. It is the best way yet devised to combine the skills of the materials specialist with those of the product engineer to create a design of optimum quality and value.



What Traffic Means to Purchasing

By Thomas F. Dillon,

TRANSPORTATION is an integral part of every purchase.

As long as man has been buying goods, he has had to arrange for their transportation. Without the purchasing function, there would be little need for the transportation function; without transportation, purchasing would be incomplete. As Siamese twins of commerce, each is dependent on the other.

Yet, many purchasing agents are not aware of exactly what good traffic management can mean to them.

The P. A. who neglects or refuses to recognize the important tool he has available in skillful traffic management is doing much to hamper his own progress.

Just how can good traffic management help purchasing?

— Good traffic management can get the goods the P. A. has ordered delivered to the proper place on time.

— Good traffic management can insure that the goods are transported at the best price consistent with the type of service needed.

 Good traffic management leads to lower transportation bills through negotiation of more acceptable freight rates.

 Good traffic management can protect the P. A. from unreasonable and unjustifiable freight rate increases.

— Good traffic management can forewarn the P. A. of impending changes in the cost of transporting the goods he buys.

— Good traffic management can make the P. A. aware of time and money saving improvements in transportation methods.

Stripped to its fundamentals, traffic management is the purchase of transportation at the best price, at the right time, in the correct quantity. Today, the P. A. has many transportation supply sources. Few orders can be shipped only "one way". Outside of isolated cases where the volume or inherent nature of the commodity necessitates one transportation method (e.g. bulk products shipments), most shipments can be made in several ways. Yet, on every shipment, there is one best way to move the goods from origin to destination. Only someone skilled in traffic management can make consistently correct choices.

The selection of a transportation medium and a particular carrier operating within that medium becomes more difficult as new services are offered the P. A. Should the shipment be routed via rail? Or truck? How much time is available for trans-

portation? Is the shipment small enough for parcel post? Would Railway Express service be better? How about air freight? How should the shipment be packed? Will the P. A. be reordering in a short time? How much does this order have to be increased to take advantage of a lower freight rate? What carriers serve the shipping point? Is the shipper on a railroad siding; if so, what railroad serves the plant? The greater the purchasing agent's knowledge of traffic management, the easier it will be for him to make transportation decisions.

Perhaps the most popular misconception about traffic and transportation is that rates are static and that all carriers in the same media charge the same price for the same services.

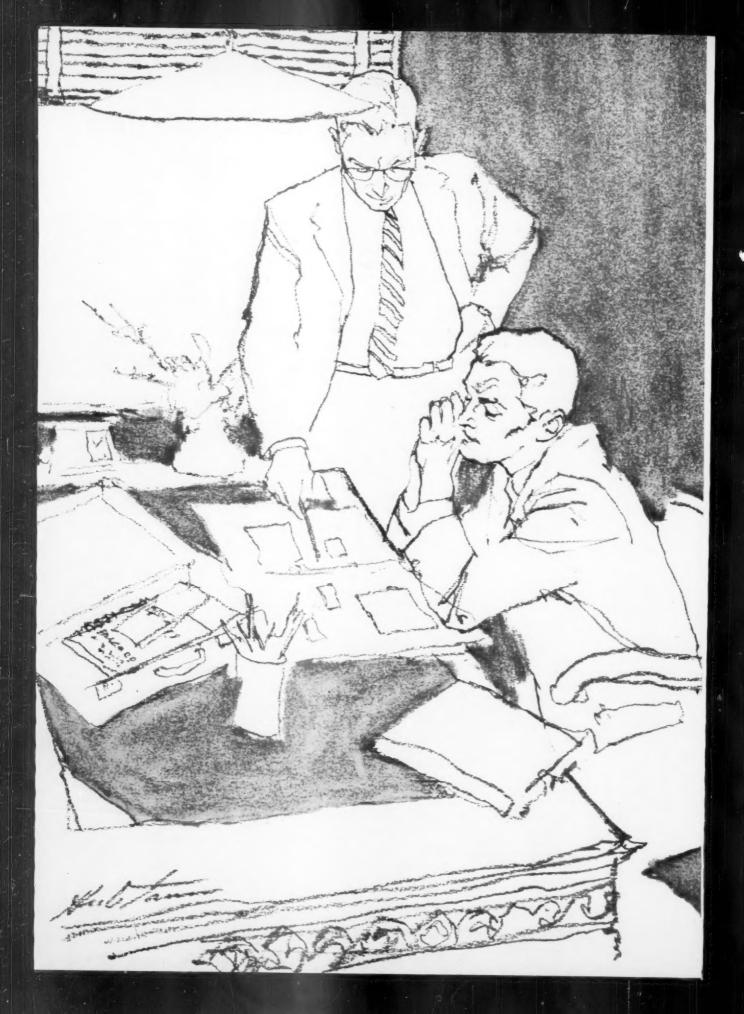
Speak Up for Rate Cuts

Actually, thousands of rates are changed every week. New commodity rates are established; old commodity rates are expanded to include more origin and destination points; exception rates (those applicable to a limited area) become effective; new services are offered. Few of these changes result in increased transportation charges. Almost all of them mean that someone's freight bill is being reduced.

These decreases are seldom originated by the carriers themselves. Few carriers will approach the average shipper or consignee and offer a reduction in freight charges. But they are receptive to proposals initiated by the customer. A carrier's standard reply to the question "Why didn't you help me get my rates reduced five years ago?" is "You never asked." The carrier respects a customer who shows some knowledge of traffic management. He will seriously consider such a customer's proposals and act on them if they are reasonable.

Someone is going to have to make up the carrier revenue lost on these thousands of freight rate decreases published each week. Common carriers, contract carriers, and everyone else connected with the movement of freight are in business to make a profit. As revenue decreases in one area, they must either reduce operating expenses or increase rates. After a certain point in cost reduction is reached, the alternative is to increase rates. Whose rates get increased? Yours, if you are not alert to the changing transportation scene; if you are not active in shipper or industry traffic groups designed to protect common interests through a united front; and if you have little knowledge of industrial traffic

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Purchasing and Sales: Is There a Conflict?

By John Van de Water,

IT IS a curious fact that salesmen as a class are of the carefree, jovial, prosperous type, whereas purchasing agents usually look worried, are likely to be skeptical, and do not have the dress and air of the salesman."

This is how the purchasing-sales relationship looked in 1915 to C. S. Rindsfoos, author of one of the earliest purchasing texts. Today this statement appears oversimplified, exaggerated, even absurd. Yet it gives a clue to what is behind some of the problems between sales and purchasing. If today these are caused less by personality differences than in the past, there are still distinct differences of approach among buyers and sellers.

The author recognizes this when he says: "The salesman must appear well in order to gain audiences with those who hold the pursestrings. . . . The purchasing agent on the other hand, usually feels that he is more independent . . . that his purchasing power rather than his personal attractiveness appeals to the seller."

Significantly, there is no reference here to the product. Selling and buying are baldly represented as personality vs. economics, and the implication is that if the seller is decidedly pro-buyer, the purchasing agent is essentially anti-salesman. By now, of course, these attitudes have altogether disappeared. The modern salesman depends more and more on a rational approach; and the modern purchasing agent will tell you that he needs the salesman to keep him up to date on new developments, market conditions, and order status.

Nevertheless, there is little doubt that sales departments are buyer-oriented, or to put it more generally, people-oriented. Purchasing departments, on the other hand, are product-oriented. This is inevitable. The purchasing agent, concerned with procuring adequate products economically, cannot permit himself to be overly influenced by the seller's personality. To the salesman, the customer is the major variable. He is an individual, or a group of individuals, who has to be persuaded to buy. The form of persuasion may run from technical arguments to personal favors. The resulting give-and-take between seller and buyer is what produces most of the problems.

Even in these days of low pressure selling, described by one of its leading exponents, John M. Frey, as "the best way to sell industrial goods to

supposedly rational purchasers," salesman do not agree to what extent they should inject the personal into selling. The "you don't have to sell yourself" school claims that charm is no substitute for ability; that emphasis on personal relations may, in fact, appear as an attempt to avoid discussing product shortcomings. The opposing camp believes that the personal appeal is necessary just to overcome the communications barrier, and that most buyers gain a favorable image of the vendor only through the personality of the salesman.

It is not surprising then, that although buyerseller relationships today are at an all-time high, most of the persistent problems revolve around personal relationships. And this is true whether the questions involve ethics, vendor service, or sales calls. Complaints, of course, are made by both sides. Yet in many ways it is up to the purchasing agent to clear the air.

The Fight for Recognition

The purchasing sales-relationship is directly affected by the status of the purchasing agent. Although recognition is an old chestnut in purchasing circles, some effort must still be made to get sales management straight on the subject. Purchasing agents have in most instances acquired the authority and freedom of action that goes with their responsibility. Nevertheless, a few sales organizations (and, we suspect, advertising agencies) from time to time produce surveys that "prove" that buying influence is concentrated mostly in operating and top management, and only slightly in purchasing (with the balance scattered throughout the rest of the company). It is significant, however, that this view of purchasing persists mainly in sales management. Most field salesmen recognize the influence of the purchasing agent.

Nothing rankles the P.A. more than to be told that he doesn't count—and this in face of dozens of daily calls on him by sales representatives who act as if he does count. Purchasing agents know that in more than nine cases out of ten they are free to make the selections they believe best. When engineering or production do have preferences, they generally have to sell their point of view to purchasing, not the other way around.

However, purchasing agents may be partly to

blame for this sales attitude. Too long have they been worrying their management about recognition—about achieving a status that was theirs theoretically from the beginning. It's no surprise that sales managers attribute this to a feeling of insecurity and a fear of asserting authority. Can we blame them for turning to others when purchasing people themselves keep telling them that they lack status?

Ending the whole recognition debate now will help us develop excellent purchasing-sales relationships. Understanding some of the salesmen's own problems, however, can be equally helpful. Salesmen still complain about long waiting time, short interviews, closed accounts, buyers passing the buck to shop people, and unnecessary secrecy. These are all the things that undermine respect of purchasing and foster backdoor selling, even though they may seem minor.

Waiting time is in many ways an imponderable. To the man cooling his heels in the lobby any wait seems long. But how many P.A.'s realize what impression they are making in the reception room? Perhaps receptionists should be asked to log the waiting time of each salesman for a few weeks every other month or so. It might open a few

P.A.'s eyes.

The time devoted to the sales interview is another matter altogether. Most purchasing people feel they give salesmen enough time. A recent article on this subject addressed to salesmen, however, starts out by saying: "Sometimes the salesman has only 15 minutes to present his case to the buyer." The writer obviously thinks this is not enough. Yet, busy purchasing agents can rarely devote more than this to a routine sales call. In a recent Purchasing Magazine opinion poll 82% of the respondents said a routine call should be 15 minutes or less. All but 1% said it should never exceed 30 minutes. Unless there is unusually important or complex business to discuss, P.A.'s should make it clear that the 15 minute sales call is to be the rule rather than the exception.

On the other hand, salesmen are rightfully annoyed when buyers hardly speak to them at all and promptly refer them to someone in the shop. One small-company purchasing agent has expressed himself clearly on this point: "The purchasing agent who makes a big issue of backdoor selling and then sends every salesman with an idea to engineering, isn't doing his job." This P.A. believes that the buyer should not only screen sales ideas.

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but should make some effort to organize them and present them to other departments himself.

From the salesman's point of view, the closed account is a problem closely related to passing the buck. The closed account, of course, is not necessarily one to whom the salesman can make no sale. The lack of a product that is exactly right for the customer's needs, the inability to meet a competitive price situation—these are legitimate reasons for a lack of selling success, and are accepted by sales people as part of the day's work. However, when the salesman is given no reason for refusal to buy, when he is not permitted to make an adequate presentation, when he may not be able to talk to the P.A. at all, then he is apt to seek other means to gain entry or make a sale. And none of them will be attractive to the purchasing department.

Use Personal Approach

A few useful approaches to the closed account, recently recommended in an influential sales publication, provide pertinent examples. The author suggests that vendors "search for any personal ties between the salesman or other members of his company and the buyers and officers of the prospect company. Use the personal relationship to establish friendship, not as a club." Another suggestion is to "make personal contacts within the company and develop some to the point where they will tell the salesman of a supply failure."

It is obvious that none of these approaches will do purchasing any good. Yet the P.A. can avoid them by giving the salesmen adequate consideration. And if he cannot buy from the vendor, candidly explain his reasons. If these reasons involve company policies like reciprocity, the seller can then take his case to higher executive levels with the full knowledge and, perhaps, help of the P. A.

Unusual secrecy of any sort is apt to force the salesman to circumvent proper buying channels. Purchasing agents, who, for instance, do not divulge the names of successful bidders or the prices they quoted, discover that competitive bidders manage to get this information nevertheless. And we can be sure they do not get it from competitors. It is hard to ask a supplier to do a good selling job if he is expected to remain ignorant of the market. Purchasing agents who make a policy of secrecy may be hurting themselves more than they realize. In any case they are passing up one way to assure good supplier relations.

Some purchasing-sales problems, of course, must be blamed on salesmanship itself. P.A.'s are particularly critical of highly personal selling, gifts and entertainment, and vendor services. In particular, the purchasing agent has little patience with the personal approach, even though he may be far removed from the "worried" or "skeptical" gentleman of 1915.

Some salesmen seem to take it as a personal affront when the buyers show no interest in becoming friends; when he declines dinner parties, the-(Please turn to page 80)



at a Career Crossroad?

> Arthur R. Pell, Vice President, Harper Associates

FIRED! After twelve years on the job. It was a shock to Jim Hudson when the general manager of Achilles Heel Company had called him into his office and told him the bad news. When his old company had been acquired by Achilles, Jim thought it would be a break for him. But, as often occurs in a merger, the bigger firm had a well-staffed purchasing department. Jim was given a decent termination settlement and was sent on his way.

Quit! Bill Blake reached his decision. He had been assistant P.A. for the past five years and it looked like fifteen more before the director of procurement would be ready to retire. He had learned a great deal over these years, but he now felt he could go further with another company. He'd pondered and evaluated the situation for some time. There was definitely no chance to move ahead at Midtown Steel Fabricators, no choice really except to quit. Of course, he wouldn't leave

until he had lined up another spot, but now that he had made the decision, he'd start his search for the new job.

Both Bill Blake and Jim Hudson are faced with a frightening problem. Seeking and landing a job is a job itself and neither of these men—nor most people who find it necessary to look for a job have had much experience doing it.

Finding a job—the right job—requires much care and preparation. The job-seeker must know just what to do and how to do it. Luck plays an important part, but you have to be prepared to make the breaks by properly exposing yourself to all possible job opportunities and handling the leads which you get in such a way that you have a good chance of landing the job.

The first step is to prepare a good resume. The resume is your ad. It is the come-on piece designed to make the potential employer interested enough in you to call you for an interview. It will

also serve later to remind him who you are.

If your ad doesn't draw, then you'll never be able to show the company how good you are. It is the same as having an excellent product nobody will buy because it is poorly marketed.

The most common type of resume is a simple chronological history of your background. This can be done very well or so poorly that it spoils any chance of getting an interview.

Jim Hudson prepared a chronological resume. He started with his schooling and listed all his positions covering every month of his life from graduation to the present time. He worked long and hard at it. It covered six pages of single-space typing, including a full page description of his duties as a shipping clerk's assistant fifteen years ago.

Did you ever take the trouble to read a six-page closely typed ad some hopeful vendor sent you? Very few personnel men or general managers will do it either.

Jim spent time and money typing and duplicating this tome. He mailed it to many companies, box-number ads, and employment agencies—with no result. It was not until weeks later, irretrievably lost weeks, that he decided to discuss his resume with a personnel consultant, who put him on the right track.

Bir. Blake knew brevity was important. After noting his name and address and personal data, he just listed his current company's name and his title. He assumed this would be enough to get him an interview.

Bill received no replies to his inquiries. In discussing his problem with the counselor at an employment agency in his town, he was advised to give more details about his accomplishments. Just listing a job-tite doesn't convey the whole pictire—especially for a purchasing executive. An assistant P.A. in one company may be a buyer; in another a senior clerk; in still another, the defacto Purchasing Agent.

prement Administration As Asst. Buyer and Expeditor, purchased rew materials including steel 2 children Veteran

To be effective a resume should be brief and yet go into enough detail so that a prospective employer will have a fairly clear idea of the kind of work the job applicant has been doing.

The consultant who saw Jim and the agency counselor who spoke to Bill both pointed out that an effective resume should cover the highlights of the job applicant's background in enough detail to make it clear what he has done that will make him valuable to a prospective employer.

Start with your most recent (or most responsible) position and after giving title and company, break down briefly and concisely your major functions. The sample resume shown here (see cut p. 56) is the most effective type in most cases. If you have had two jobs of equal importance, break both down as shown for the first job in the sample. Naturally, each person's background differs from others, so you must construct your resume to best show your background.

If you are applying for a job which has certain definite specifications, it pays off to tailor your resume to fit the job. Don't prevaricate, but emphaszie those phases of your background which are most pertinent to the job specifications.

In most cases, however, it is necessary to have a general resume. You should have a good number duplicated so that one is always available when you need it. Multilith or offset rather than ditto, mimeograph, thermofax or blurred carbons is the neatest and most business-like method of duplication.

Don't Use a Photo

Do not enclose a photograph with a resume. No matter how good a photo is—and most photos I have seen enclosed with resumes are the passport type and far from good—it still shows you as you were for one fraction of a second of your life. It is only a two dimensional sketch of you which may give the viewer a completely wrong impression. He may either consciously or sub-consciously make a firm and final judgment about you from his impression of this photo.

"This man is too serious; too flippant; cruel looking; smug; stupid; has shifty eyes; is insincere." I have heard dozen of comments like this from prospective employers who have seen photos of job applicants. Often they refuse to grant an interview just because they don't like the picture.

A human being is not a two-dimensional photo, but a four dimensional complex. In addition to the two dimensions shown in a picture, he manifests his third dimension in the constant changes of his expression and actions. His fourth dimension is his personality. A photo can never show this. Do not let a potential employer judge you without seeing you. If your background fits his job as shown in your resume, he will ask you to come for an interview in order to see what you are like.

Should you indicate salary requirements in your resume? Generally it is wise to omit salary in the body of the resume, but include it in your letter of transmittal. This will give you flexibility.

It is quite possible your salary requirements will vary. Most people will work for less money if the opportunity for growth exists or the position is in a part of the country where the cost of living is lower. You can adapt your salary requirements to the job by mentioning it in your letter. A resume on the other hand is duplicated so you have no flexibility unless you work up a new one.

You shouldn't expect a large increase in salary merely because you change jobs. However, it is reasonable to request 10—20% more than your current salary. If you go much beyond this you probably won't get the job.

Once you have your resume the next step is to get it into the hands of potential employers.

The best sources are:

- (1) Personal contacts: Send your resume with a brief note of transmittal to companies you know and know you, advising them of your availability. Also write to trade association officers. They usually know of openings.
- (2) Related Industries: Purchasing people have a great deal of know-how valuable to companies which purchase similar materials. Research these companies and send each of them your resume with a letter suggesting that your special knowledge of their needs will be of value to them. A good letter for this might read:

 Dear Mr Wilson:

Has your company the need for a well-rounded purchasing executive with specific experience buying steel and other raw materials?

The enclosed resume will give you a summary of my background and experience which I believe would make me a valuable asset to your purchasing staff.

May I have the opportunity of discussing this with you.

(3) Employment Agencies: These professionals are geared to help you find a job. They not only have definite job openings listed with them, but know many firms who may be interested in your background. Select the agencies in your area which are known to handle purchasing personnel or general business executives. Also, if you are willing to relocate, mail your resume to a few leading agencies in major cities where you might be interested in working.

Working with an employment agency has many advantages. They can advise you on the effectiveness of your resume, give you advice on your presentation in an interview, and usually brief you on the details of any job they refer you to. There is no charge for this service, unless they actually obtain a job for you. And often, this fee is absorbed by the employer.

(4) Ads: Watch the ads in your local papers, major national-coverage papers (N. Y. Times, Wall Street Journal, Chicago Tribune). And don't overlook the Employment Service section of Purchasing Magazine and the employment listings in trade publications of your industry.

Advertising yourself is sometimes effective. Make sure to choose the right medium, For pur-

(Please turn to page 84)



A basic primer on aspects of business law that every purchasing executive should be familiar with.

By R. L. Howard,

Law Department, International Harvester Co.

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THE TERMS of every bargain between a buyer and a seller are governed by antitrust provisions defining their permissible scope. Such terms may involve exclusive arrangements, control by the seller of the buyer's resale price, and price discrimination. Apart from the purchasing agent's consideration of product quality, specifications and other technical matters, one of the most important elements for a purchasing agent to consider in making a purchase is price. This likewise is one of the most important elements for an attorney to consider, for if his client is engaged in marketing a product in interstate commerce, one of the antitrust laws, the Robinson-Patman Act (1936) must be taken into account in establishing purchasing and sales policies.

We ordinarily think of the Robinson-Patman Act as prohibiting discriminatory pricing practices by powerful sellers. But one of the purposes of the act is to prevent large purchasers from extracting favorable prices or other concessions not granted to their competitors and not justified by savings from differences in cost of manufacture, sale, or delivery. The present legislation was a direct result of the F.T.C. investigation of chain stores in

the early 1930's.

Although the Robinson-Patman Act deals primarily with discriminatory concessions granted by sellers, Section 2(f) makes it unlawful for a purchaser to knowingly induce or to receive a discriminatory price. Despite the apparent significance of Section 2(f), it has been sparingly invoked up to the present time. The first case under Section 2(f) to reach the Supreme Court was Automatic Canteen. This case, decided in 1953, concerned discriminatory concessions secured by a large buyer of candy for resale through vending machines.

The F.T.C. demonstrated that Automatic Canteen had obtained prices as much as one-third below its rivals and contended that the buyer knew the price was favorable: a prima facie violation of the section which cast the burden of disproving the illegality of the price on the buyer. The Supreme Court rejected this reasoning and held that the commission must show more than the buyer's knowledge of the price differences and their probable competitive effects.

Under the court's interpretation mere knowledge by the buyer that his price was better was not in itself enough to establish the buyer's awareness of illegality. Recognizing that a buyer could not ordinarily be expected to possess information concerning the seller's costs, the court adopted a rule of convenience which said the commission must show that the buyer was not merely an unsuspecting recipient of an illegal price.

But Section 2(f) is far from a dead letter. The burden of proof imposed is not a heavy one. All the commission need show to establish the buyer's awareness of illegality is that he knew his purchases were the same as his competitors, or, if the methods of his purchasing differed, that such differences could not give rise to sufficient cost savings to the seller to justify the price differential.

Far from abandoning enforcement of Section 2 (f), the Commission has in the years since the Automatic Canteen case issued a number of complaints charging violations of that section. For example, in 1959, orders to cease and desist were issued in the so-called "buying group" cases in the automotive parts field. In these cases, which are presently on appeal, the individual members received volume rebates based on the aggregate purchases of all the group members. The Commission found the defendants had violated Section 2 (f) and ordered such activities discontinued.

From the purchaser's standpoint there is another side to the Robinson-Patman Act. If a purchaser has to pay a higher price than his competitor for the same product and such differential in price is not justified by cost savings to the seller, the purchaser probably has a cause of action against the seller for treble damages under Section 2 (a) of

the Act.

When Is Price Fixing Acceptable?

There are two other aspects of pricing to be considered in connection with the antitrust laws. These are price fixing agreements and fair trade. Section 1 of the Sherman Act proscribes agreements among competitors to fix market prices. Agreements to fix prices, like agreements to control production, are automatically presumed illegal and are stricken down by the courts irrespective of their effects on competition. These are the socalled "per se" offenses of the antitrust laws. It is therefore unlawful for a purchaser to enter into an agreement with a supplier who is also a competitor, or with any of his competitors, to fix market prices. Conversely, a purchaser has no legal basis for complaining if his supplier sells in competition with him at lower prices.

Fair Trade is an exception to this rule because many states exempt resale price fixing from the prohibitions of the Sherman Act. Under the Miller-Tydings Act (1937) agreements prescribing minimum resale prices for brand name merchandise are exempt from the antitrust laws, provided they are lawful in the state of resale. This fair trade exception does not apply, however, to horizontal fair trade price fixing agreements between com-

petitors.

Fair Trade had comparatively smooth sailing until in the Schwegmann decision of 1951 the Supreme Court held the "non signer" provisions contained in many of the state acts were unprotected by the Miller-Tydings Act. Under these provisions all purchasers with notice were bound to observe the fair trade price agreed to between the seller and any one purchaser. This decision destroyed the effectiveness of fair trade. To repair the damage that had been done, Congress passed the McGuire Act in 1952, to legalize fair trade against all purchasers, including non-signers.

(Turn Page)

This article is adapted from a speech given by Mr. Howard at the 17th Annual Convention of Southwestern Purchasing Agents.

Although the law of fair trade was thus restored, many states, following the Schwegmann decision, declared non-signer provisions unconstitutional under their state acts. So today only about one-third of the states have fair trade laws containing nonsigner provisions. The big question in fair trade today is no longer whether it is legal but whether it's worth the effort. Recent trends by manufacturers to abandon it, would seem to indicate that fair trade may soon be just a matter of history.

In the process of orderly marketing, buyers and sellers sometimes resort to contractual restrictions covering matters other than price, which also may have antitrust consequences. Restrictions of this type are used either for the purpose of exercising control over distribution or assuring a source of supply. They include exclusive selling, exclusive dealing, and territorial and customer restrictions.

For and Against Exclusive Selling

An exclusive selling arrangement is where the seller is required to deal exclusively with the buyer. Typically, this type of restriction takes the form of an exclusive franchise or a requirement or full output contract. The legality of an exclusive selling arrangement may have to be tested by both the rules of law applicable to contracts and the antitrust laws. The prevailing view is that requirement or full output contracts are valid and enforceable contracts if the buyer's promise to buy what he requires is coupled with an agreement to buy what he requires from the seller. Under this type of an arrangement, the seller disables himself from competing either directly or indirectly with the buyer.

Since this is an agreement in restraint of trade, it also must be measured in the light of the Sherman Act. The courts have generally held that exclusive selling arrangements are not unreasonably restrictive and therefore not in violation of the antitrust laws if there is an absence of monopoly. On the other hand, if the seller monopolizes the product or the buyer is endeavoring to corner the market, the restriction would not be countenanced. Even under these circumstances, it would be permissible for a buyer to require a supplier not to use tools or plans furnished by the buyer, except to produce items for the buyer.

It is safe to say, at least as far as small buyers are concerned, that exclusive selling arrangements are legal if there are other sellers to whom competing buyers can turn. This principle was recently applied by two federal courts of appeals in the Schwing and Packard cases. In these cases exclusive automobile dealerships between a manufacturer and a single dealer survived attack under the Sherman Act because there was effective interbrand competition in the market area involved. Since exclusive selling has rarely come under government fire, this then is one area where it can be said with some certainty that the antitrust laws do not stand in the way of a reasonable restriction on competition.

Unfortunately, this is not the case with respect

to other common types of marketing restrictions. These are the restrictions imposed by the seller on the buyer, and include territorial and customer restrictions and exclusive dealing arrangements.

Territorial and customer restrictions inhibit the buyer's freedom in reselling the seller's product. On one hand, the buyer agrees not to sell outside a designated territory, and on the other, he agrees to sell only to certain specified classes of customers. While there is a respectable body of authority upholding such restrictions as reasonable restraints of trade where the seller is not a monopolist and where there is effective competition at the seller's level, there has been very little law on this subject in recent years.

The most recent case, the Boro Hall case decided in 1942, involved a treble damage suit against General Motors by one of its dealers. The court held that geographical limitations were reasonable restraints of trade under the Sherman Act. However, this decision can not be relied on with safety because since this case, the Justice Department has launched a campaign against both territorial and customer restrictions. As a result, many manufacturers resorting to these practices have been succumbing to Sherman Act attacks by the Justice Department without a court test.

In 1949, the government advised the automotive companies that it took a dim view of prohibiting dealers from operating other than in designated territories, and it also induced those companies not to include in their agreements a clause which prevented dealers from reselling to certain classes of customers.

The government, in taking a position which is so clearly at odds with the decided cases, is apparently relying on a statement in the Bausch and Lomb case: that a seller may not limit by agreement at what price or to which persons its purchasers may resell. This statement had reference to a price fixing scheme. Taken out of context and given a literal interpretation, it means that any restriction imposed on a purchaser would be unlawful regardless of its impact on competition. Another theory the government may be proceeding on is that if buyers cannot legally agree among themselves to divide markets and thereby eliminate competition, the seller should not be permitted to enter into such agreements separately with his buyers since either way the effect is to eliminate competition at the buyer's level.

Arrangement Cannot Be Restrictive

In another type of marketing restriction, the exclusive dealing arrangement, the buyer agrees to deal exclusively with the seller. Whenever a seller goes beyond circumscribing the freedom of buyers in marketing his own products and encroaches on their right to handle the goods of his competitors, he is in even more difficulties. Once the seller requires buyers to purchase his goods to the exclusion of competitive goods, he must satisfy not only the Sherman Act, but also the more specific requirements of Section 3 of the Clayton Act.

"There is a popular misconception that warranties, sometimes referred to as guarantees, are solely for the benefit of the buyer. The truth is that express warranties are principally designed to limit the seller's potential liability."

This section forbids any person from selling goods on the condition that the purchaser shall not deal in goods of a competitor of the seller where the effect would be to lessen competition. Even though an exclusive dealing arrangement does not constitute an unreasonable restraint of trade, it may nonetheless substantially lessen competition within the meaning of Section 3 of the Clayton Act.

The Supreme Court in the Standard Stations case held that Section 3 is violated whenever competition is foreclosed in a substantial share of the line of commerce affected. Such unlawful foreclosure followed automatically in that case from the fact that Standard had exclusive dealing contracts with service stations accounting for only 6.7% of gasoline sales in a seven state area. It made no difference to the court that Standard did not dominate the market and that it had not improved its market position as a result of the exclusive dealing contracts.

Although there has been a wave of criticism of this decision, the case represents the law of the land, and in the past ten years exclusive dealing arrangements have almost invariably failed to survive judicial scrutiny under Section 3 of the Clayton Act.

Warranties Cover Seller Also

Another important part of purchasing law is the subject of warranties. There are two kinds of warranties: those which are expressly made by a seller to a buyer in connection with a sale of goods, and those which exist between the parties to a sale by implication of law. Traditionally, warranty has been considered to be a matter of contract and therefore a warranty, whether express or implied, is usually identified with a contract, and regarded as an integral and inseparable part of it. Simply stated, any statement of fact or any promise by the seller relating to the goods is an express warranty if the natural tendency of such statement or promise is to induce the buyer to purchase the goods and if the buyer purchases the goods relying thereon. Express warranties in a contract of sale usually relate to the character or the quality of the goods sold. For example, a seller customarily warrants to the buyer that the goods shall be free from defects in material and workmanship for a specified period of time and that his liability under the warranty shall be limited to particular obligations, such as the repair or replacement of defective parts.

There is a popular misconception that warran-

ties, which are sometimes referred to as guaranties, are solely for the benefit and protection of the buyer. While some sellers further this belief through advertising, the truth is that express warranties are principally designed and used by sellers for the purpose of limiting their potential liability. In the absence of an express warranty, a seller is exposed to all the warranties implied by law and his liability for the breach of such warranties is in no way limited as is the case in an express warranty. In a way, an express warranty is a two-edged sword, for although it customarily confers certain benefits on the buyer, it invariably limits the legal liabilities of the seller.

Loopholes in the Act

Warranties in connection with the sale of goods are governed in 35 states by Uniform Sales Acts. These acts provide for various implied warranties of quality, such as the implied warranties of fitness for use and merchantability. These implied warranties, however, are limited in scope, and any liability founded upon such warranties may be specifically disclaimed by the seller. This means that a seller is free to incorporate in the sales contract an agreement that he does not warrant at all or that he warrants only against certain consequences or defects, or that his liability shall be limited to particular remedies. The only way in which implied warranties can effectively be excluded is for the seller to make appropriate disclaimers in the contract of sale entered into with buyer. In other words, unless the buyer agrees as part of the contract of sale to the exclusion of implied warranties, they will not be excluded.

Since express warranties will not negate implied warranties unless they are inconsistent with them, express warranties customarily provide that there are no other warranties, either express or implied, and that the express warranty made by the seller is in lieu of all other warranties, obligations, or liabilities on the seller's part.

Closely related are the problems of product liability. While warranty is contractual in nature and product liability is a matter of tort law, both of these concepts have certain characteristics in common. This accounts for much of the confusion that exists today in regard to a seller's liability for defective products, and also why we find some courts applying contract principles in tort cases and talking in terms of warranty when they really mean product liability.

(Please turn to page 85)

CF&I Heavyweight Shaped Coils

PACKAGED for YOUR PRODUCTION

Mr. Marwil points out in-plant handling and unloading is more efficient and economical with CF&I Shaped Coils than with mill coils. Shaped coils can also be stored more compactly.



give long production runs at Marwil Products Co.

With a 12 million unit annual capacity, Marwil Products Co., Fort Loramie, Ohio, is rated as the largest U. S. manufacturer of muffler clamps and U-bolts. Nine months ago the company switched to CF&I Wire. Mr. William Marwil, Vice President tells why:

"We find CF&I's 2000 lb. shaped coils of clean, bright basic wire are very uniform, with no 'thin' areas or rough finish. These large coils give us longer runs without the necessity for frequent set-ups on our Lewis Cut Off machines."

In addition to the high quality of CF&I Wire, new packaging methods have increased the preference for CF&I Wire. Replacing small, light-weight coils are CF&I Shaped Coils and spiders. The spider, leased from CF&I, acts like a spool, and pays off the wire evenly and smoothly. Now, instead of losing hours of production time every day in changing small coils or unravelling tangled wire, one CF&I Shaped Coil can usually last many hours. The shaped coils and spiders make for easier handling and storage, too.

One of our salesmen will be glad to recommend the right "package" to increase your production and cut manufacturing costs. You can call your nearest CF&I sales office today and arrange a "no obligation" visit.

CF&I-WICKWIRE WIRE

THE COLORADO FUEL AND IRON CORPORATION



7346

In the West: THE COLORADO FUEL AND IRON CORPORATION — Albuquerque • Amarillo • Billings • Boise • Butte • Denver • El Paso • Farmington (N. M.)

Ft. Worth • Houston • Kansas City • Lincoln • Los Angeles • Oakland • Oklahoma City • Phoenix • Portland • Pueblo • Salt Lake City • San Francisco

San Leandro • Seattle • Spokane • Wichita

In the East: WICKWIRE SPENCER STEEL DIVISION — Atlanta • Boston • Buffalo • Chicage • Detroit • New Orleans • New York • Philadalphia

CFRI OFFICE IN CANADA: Montreal • CANADIAN REPRESENTATIVES AT: Calgary • Edmonton • Vancouver • Winnipeg

CF&I Wire being fed into the Lewis Cut Off machine. This machine cuts wire into 5" to 20" lengths at a rate of about 150 pieces per minute.



For More Facts Write No. 207 on Information Card-Page 32

Jet-Engine Becomes Earth-Bound Power Plant

THE PARADE of new power plants, new power packages, and new power sources, moves steadily on. Now the aircraft jet engine has been harnessed as a source of power on a gas transmission line.

A new type of gas turbine, using the exhaust thrust of a Pratt & Whitney J-57 jet engine, is pumping 600 million cubic feet of natural gas a day at a compressor station of the Columbia Gas Sys-

tem near Clementsville, Ky.

As prime mover, the gas turbine develops 10,500 hp but weighs only 34,000 lbs, about one-sixth the weight of a conventional gas turbine. It is the first of a family of jet-powered gas turbines, designed and manufactured by the Cooper-Bessemer Corp., to be rated from 350 to 15,000 hp. The powerplants are expected to find use in the natural gas and petro-

leum industries, in electric power generation, and in marine applications.

Main advantages of the jet-powered system are: it costs less to install, is smaller and lighter in weight, and is much easier to maintain than conventional gas turbine systems. The 4000 lb jet engine section which has a 10 to 1 compression ratio, requires no regenerating system to recirculate hot gases, a normal requirement of gas turbines up to now. Nevertheless, efficiency of the system equals that of other gas turbines.

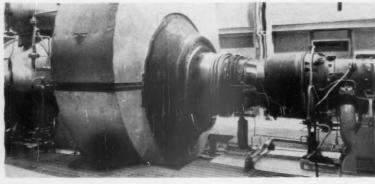
Takes Less Space

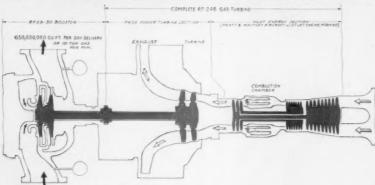
The jet-driven machine takes up less than half the space of regenerated turbines of equal power; because it weighs 85 tons less, it requires simpler foundations and lighter crane facilities. Thus size and cost of a station is greatly reduced.

Less than four hours are required to remove the jet engine section and replace it, ready again for operation. Conventional systems require weeks for overhaul.

The adapted J-57 engine never reaches the speeds, temperatures, or stresses encountered in aircraft take off. In industrial applications, it operates at speeds equal to or less than flight speeds. Results are low running temperatures and long service life. The manufacturer believes the jet-section will run at least 8000 operating hours between overhauls. This is equal to a year's continuous operation.

Write No. 13 on Information Card-Page 32





J-57 jet engine (top), adapted to run on natural gas, drives gas turbine at Columbia Gas Co. compressor station. Diagram (below) shows how heat energy from the engine operates free power turbine.

HOSE OF DUPONT NEOPRENE OR HYPALON'S JOB-TESTED TO TAKE TOUGHEST PUNISHMENT



SOLVENT HOSE

with a specially compounded neoprene tube unloads aromatic and other organic liquids—

in service for 12 years.

ACID HOSE

with a tube of HYPALON in 93% sulfuric acid service on tank trucks; no acid damage in 2 years' service.

Long-term service similar to the above applications is available from hose made of Du Pont neoprene or HYPALON synthetic rubber. They handle oils and chemicals that ravage conventional rubber hose and also stand up to abrasion, aging, weather exposure and temperature extremes.

Hose which offers the long-term economy of Du Pont neoprene and HYPALON is available



COTTONSEED OIL HOSE

of neoprene tube and cover has been used for 5 years; no deterioration due to effects of oil or weathering.

through your local rubber goods distributor. He can suggest which of the two synthetic rubber hoses best meets your particular requirements.

E. I. du Pont de Nemours & Co. (Inc.), Elastomer Chemicals Department P-1. Wilmington 98. Delaware.

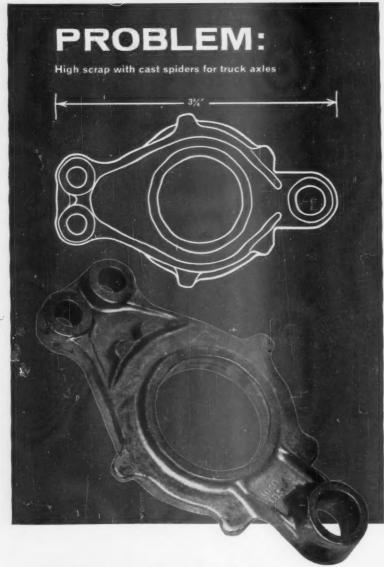
For additional information write for DU PONT ELASTOMERS IN INDUSTRY and a free subscription to the ELASTOMERS NOTEBOOK.



SYNTHETIC RUBBER

NEOPRENE HYPALON® VITON® ADIPRENE®

Better Things for Better Living . . . through Chemistry



SOLUTION:

Amforge changed the design to accommodate forging techniques instead, using lock dies. Some bosses were coined.

There was less scrap. Less machining was required. A lighter, stronger piece resulted-highly important in the weight-conscious trucking industry.

If you happen to have a similar problem part, consult AmForge. Write for our new brochure or the name of your AmForge Sales Engineer.

Remember: your problems . . . our challenge!



a division of American Brake Shoe Company, 1220 West 119th Street, Chicago 43, Illinois. Two plants in Chicago, one in Azusa, California.

WHEN IT'S A VITAL PART, DESIGN IT TO BE FORCED



For More Facts Write No. 179 on Information Card-Page 32

Products

Alloy Spring Wire Works at High Temperature



A vacuum-melted, nickel-base alloy wire has been introduced for springs to be operated at temperatures to 1800 F (approximately the melting point of copper). Typical applications include electronics, rockets and nuclear equipment. Wire is annealed to spring tempers in diameters from 0.200 to 0.004 in., with tensile strength range from 250,000 to 280,000 psi. Modulus of elasticity ranges from 31.6 million psi at room temperature to 20 million psi at 1700 F. National-Standard Co., Niles, Mich.

Write No. 14 on Information Card-Page 32

Elastic Tie-Downs Guard Sensitive Shipments



An elastic tie-down system protects sensitive railroad lading and piggy-back shipments. Gradual shock absorption is provided by permitting load to move during impact. Equipment is elastically restrained by spring and cable (or chain) assemblies. System will absorb up to 90% of longitudinal force and prevent it from reaching lading. Tie-down is easily installed and can deflect up to 20 in. under a 30,000 lb. load (minimum breaking strength). Lord Mfg. Co., Erie, Pa.

Write No. 15 on Information Card-Page 32

Brazing Torch Uses Natural Gas



A torch for use with natural gas where brazing or silver soldering is necessary offers three major advantages: 1) lower fuel gas cost; 2) flame has soaking heat effect; 3) finished work is clean and free of carbon deposits. Torch is universal pressure-type, and will operate on high, medium or low pressure, producing an extremely hot but clean flame. Harris Calorific Co., 5501 Cass Ave., Cleveland, Ohio.

Write No. 16 on Information Card—Page 32

Coolant Contains Visual Efficiency Index

An effective coolant for cutting and grinding machines contains a special color ingredient that offers visual proof of the solution's efficiency. Coolant gradually loses its color as it becomes less efficient through continued use. It can become completely colorless before operator is in trouble. Coolant thus protects both work and tools, eliminates all need for laboratory tests, stretches the interval between sump changes and assures top efficiency at lower cost. Reilly-Whiteman-Walton Co., Conshohocken, Pa.

Write No. 17 on Information Card—Page 32



LENOX HIGH SPEED STEEL band saw blades

Cut faster . . . take greater feeds . . . last longer than conventional sawing methods, the new LENOX High Speed Steel Band Saw Blades assure greater production rates.

Recommended specifically for specifically for specifically specifically steel band saw machines, these new Lerick blades have performed successfully on some regular and as machines.

Available in standard and hock tooth design.

FREE! NEW HELPFUL HENTS ON HIGH SPEED STEEL BAND CUTTING

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the complete story of Lenex High Speed Steel Band Saw Blades
with he pful aggestions on cutting. Write today
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For help with your specific cutting requirements,
a high speed steel band saw specialist direct from factory
is ready to serve you. Please write or call for immediate attention.



AMERICAN SAW & MFG. COMPANY

SPRINGFIELD, MASSACHUSETTS . U.S.A.

For More Facts Write No. 180 on Information Card-Page 32

For More Facts About Ad on Following Page Write in No. 181→

FROM CRUCIBLE LOCAL STEEL CENTERS*

YOU DON'T EVEN PAY FOR THE CALL. Free "ENTERPRISE" phone calls to the nearest Crucible steel center are available in most areas. For details, ask the Crucible service engineer who visits you.

"DIAL DELIVERY"



FOR ANY STEEL, ANY SERVICE, call the inside account salesman who services your company. He's your contact with the entire, integrated Crucible operation.



HIGH STOCK LEVELS OF STEELS, including Crucible's tremendous range of tool steels, enable each steel center to fill customers' largest orders at once.



FLEET OF TRUCKS AT EACH CENTER leaves regularly for customers' plants. Your order arrives at your receiving docks dependably on schedule.

Crucible's integrated operation enables you to order 16,000 specialty steel items — and confirm local delivery — with a single phone call.

Run down the list of special steels you need. You can get all of them—tool steels, high speed, stainless, alloy steels—immediately from the local Crucible steel center. This center is a single, integrated source for every steel and it saves time and money for you.

The steel center's procedures make ordering convenient, too. The inside account salesman can almost always confirm in-stock delivery of your order. But if he can't (which rarely happens), he can quickly locate them at other centers or at the mill. And he can do this while you're on the phone—

because of Crucible's electronic inventory control and teletype systems.

The Crucible local steel center maintains all the facilities for fast service. It has a battery of saws: huge hacksaws and fast-cutting bandsaws that quickly process your order. And it has a fleet of trucks at its command. So, orders get underway the moment you hang up the phone.

A single phone call brings the services of Crucible's entire operation—integrated from steelmaking to local delivery to you. Crucible Steel Company of America, Dept. PA13, Pittsburgh 30, Pa.

MONTHLY STOCK LIST gives you up-to-date news on local stocks of specialty steels. Ask the Crucible salesman to put your name on the mailing list.



*FROM CRUCIBLE LOCAL STEEL CENTERS: TOOL STEELS — Water, oil, air hardening, shock resisting, hot work, plastic and die casting steels in all forms, including bars, sheets, plates, drill rod, hollow bars, forgings and flat ground stocks * HIGH SPEED STEELS — Crucible's famous "Rex"® steels: Rex Thrift Finish rounds, hot rolled and cold drawn flats and squares, drill rod, forgings, sheets, plates, and tool bits * STAINLESS STEELS — Bars, sheet, strip, wire, cold heading wire, metalizing wire, plates, angles * FREE MACHINING STEELS — Crucible Max-el® rounds, hexagons, plates and brake die steel * ALLOY STEELS — Bars, billets, strip and sheet * COLD ROLLED CARPON SPRING STEELS * DRILL STEELS — Hollow and solid drill steels * ALUMINUM EXTRUSION DIE STEELS * HOLLOW TOOL STEEL * HARD FACING ROD * PLASTIC MOLD STEELS * PERMANENT MAGNETS * and many others.

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138 Prairie Street, Sturgis, Michigan Canada: Harter Metal Furniture, Ltd., Guelph, Ont.

For More Facts Write No. 182 on Information Card—Page 32

Office Equipment



Complete new line of electric and manual office typewriters were unveiled by Underwood Corporation, 1 Park Avenue, New York 16, N. Y. The line is composed of three electric and one new manual machine. Each machine was designed to meet a specific office need, including the situation in which typing loads are not sufficiently heavy to justify the cost of electric machines. Write No. 18 on Information Card—Page 32



Communications equipment for wireless dictation and recording has been placed on the market by American Geloso Electronics, Inc., 251 Park Avenue South, New York, N. Y. The new system allows users to range up to a halfmile from the actual recording machine while carrying a pocket-size microphone and transmitter. An important design feature operates the recording unit only when messages are being dictated.

Write No. 19 on Information Card—Page 32

Telephone ringing signal has been developed by Wheelock Signals, Inc., Long Branch, N. J. When the telephone is activated by an incoming call, a single bell tone is heard at the beginning of the ringing cycle and a chime is heard at the end—repeated at

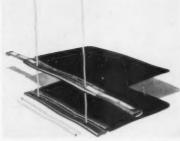
three second intervals as long as the call is unanswered. The new device is self-contained. Two screws hold it to wall, table or desk. The housing is molded plastic and is available in colors to match either the telephone or decor of the office.

Write No. 20 on Information Card-Page 32



Swivel arm chair and matching side arm chair have hand-tailored upholstery over deep foam rubber padding for maximum comfort. Modern styling is achieved with angular aluminum base and square tubing. The Fritz-Cross Co., 300 E. Fourth St., St. Paul 1, Minn.

Write No. 21 on Information Card-Page 32



Binders with posts of Nylon are available to file, store, analyze,, or refer to tabulating sheets. A single binder holds up to 3000 sheets that lie flat when the binder is open. There are no hidden entries or wasted margins because the arch is in the posts, not in the pages. The new binder is a product of Wilson Jones Company, 209 S. Jefferson St., Chicago 6, Ill.

Write No. 22 on Information Card—Page 32



THIS NATIONAL SYSTEM performs eight different complete operations for the R.E.C. Corporation,

"Our *National* Accounting System

saves us \$3,100 a year...

returns 56% annually on investment."-R.E.C. Corporation New Rochelle, N. Y.

"Impressive money savings we have effected from installation of a National Accounting System are only one of many reasons for our satis-

faction with your equipment.
"Equally important is the fact that our records are now kept up-todate. Reports pertaining to production, overhead, and costs are now available to management without costly delays. Without our National System this would be impossible. We are alerted the instant a customer falls behind in payments and has reduced our accounts receivable. These facts we regard as more important than the actual cash savings.

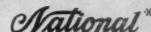
"We are delighted with the National System we installed. Its flexibility, simplicity and the ease with which we are able to train operators are most satisfactory. Our National Accounting System saves us \$3,100 a year, returns 56% annually on our investment.'

Thong of Heron

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

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Your business, too, can benefit from the many time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return you a regular yearly profit. National's world-wide service organization will protect this profit. Ask us about the National Maintenance Plan. (See the yellow pages of your phone book.)



ADDING MACHINES . CASH REGISTERS ELECTRONIC DATA PROCESSING HCR PAPER (NO CARBON REQUIRED)

For More Facts Write No. 183 on Information Card-Page 32

Association News

Through the eye of PURCHASING'S Camera

AKRON—Dr. Norman P. Auburn (r.), president of the University of Akron and principal speaker at a recent meeting, meets the first vice president of the Ohio purchasing group, C. B. Warner, Babcock & Wilcox Co. Handling the introduction is D. L. Bowles (c.), purchasing agent at the University.





AKRON—C. D. Wheeler (standing), R. C. Musson Rubber Co., indicates a point of interest in the new value analysis booklet issued by the N.A.P.A. With him are (l. to r.): E. A. Hughes, B. F. Goodrich; E. G. Bergund, Rubbermaid, Inc.; and J. J. Williams, Packaging Company of America.



AKRON—D. P. Walcott (second from right), asks for opinions on a thorny purchasing problem from fellow Association members before a recent meeting. His advisors are (l. to r.): Art Reash, F. J. Stolitzka & Son; C. W. MacCready, Ohio Edison Co.; and R. G. Schmale, Weather-Seal, Inc.



PITTSBURGH—Robert R. MacIver, of the legal department of Pittsburgh Plate Glass Co., answered questions about the Robinson-Patman Act during the forum session which preceded a recent Association meeting.



PILISBURGH—Members of the professional development committee discussed the 1960-61 program at the year's first forum meeting. Shown here are (I. to r.): D. E. Nesbit, Duquesne Light Co.; George L. Duke, Westinghouse Electric Corp.; C. R. Wood, Blaw-Knox Co.; and George Pratt, Aluminum Company of America.

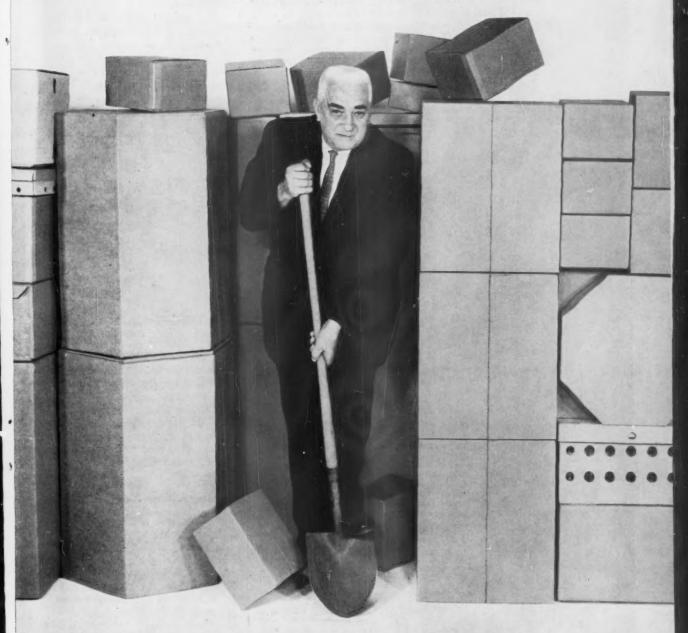
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PURCHASING

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Indiana P.A. Wins Hauger Award

The Homer Hauger Memorial Award was recently presented to Lester E. Davis, director of purchases for Pitman-Moore Co., Indianapolis and a member of the Purchasing Agents Association of Indianapolis.

The annual award was established by the Indianapolis Association to memoralize the late Homer Hauger. The recipient is selected from among members of the National Association of Purchasing Agents in the Fourth



Lester E. Davis

District as the one who has done the most for the advancement of the purchasing profession during the preceding year.

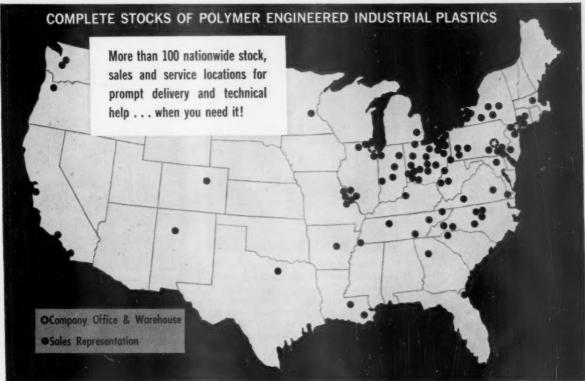
Previous winners of the award are: J. Stanley Bien, State of Michigan; E. Wayne Allen, Diamond Chain Co.; and Russell T. Stark, Burroughs Corp.

Eastern New York P.A.'s Make Plant Tour

The Purchasing Agents Association of Eastern New York recently toured the local plant of Marshall-Eclipse Division of the Bendix Corp. in Green Island, N. Y. A dinner meeting of the association was held the same evening at the Shaker Ridge Country Club. Principal speaker for the evening was Harry Stolar, general manager of Marshall-Eclipse.



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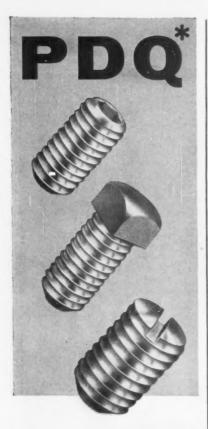


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Moore offers you a complete line of set screws to meet your requirements . . . one or a million; standards, miniatures or specials; in a wide selection of materials, finishes, lengths and points. The next time you need set screws, specify Moore and be sure. Dependable quality for over 80 years.



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Association News

Financial Report Is Topic at Long Island



The principal speaker at the December meeting of the Long Island Purchasing Agents Group was R. E. Mielbrecht of Dun & Bradstreet. His topic was "A Practical Analysis of the Dun & Bradstreet Report from the Purchasing Agent's point of View."

Newspaper Group To Meet January 26-28

Preparations for the three-day conference of newspaper purchasing agents are just about complete. The annual event will be held January 26, 27 and 28 at the Robert E. Lee Hotel in Winston-Salem, N. C.

The program, under the guidance of Chairman Larry Nash, Cincinnati Enquirer, will include such topics and speakers as:

 Centralized Purchasing — Harvey M. Korthals, Milwaukee Journal;

 Holding Telephone Costs Down-Daniel J. Lewis, Christian Science Monitor;

 Disposal of Used Equipment -George L. Quinn, Minneapolis Star & Tribune:

 High Cost of Servicing Office Machines-Charles E. Grayson, Davenport Newspapers;

 Standardization—R. E. Mc-Grath, Louisville Courier-

 Reports to Management— Fred C. Harlow, Des Moines Register & Tribune.

One of the high points of the

conference is expected to be the talk by Paisley Boney, J. P. Stevens & Co., national president of the National Association of Purchasing Agents. Mr. Boney will deliver his address at the banquet.

Denver Workshop Is **Huge Success**

The first annual workshop sponsored by the professional development committee of the Purchasing Agents Association of Denver was a big hit with all participants.

Among the speakers who answered the call of Chairman Tom Childress was Fred Coenen of Chain Belt Co., Milwaukee. Mr. Coenen's presentation was built around the fact that management is the "art of getting things done through people."

Gerald T. Boyle, president, Mountain States Traffic and Services, spoke to the group about how important it is for purchasing agents to have some knowledge of traffic. He also discussed traffic as part of the area of responsibility of a purchasing

Basic principles of purchasing law were covered by James J. Ritterskamp of Washington University, St. Louis, Mo. The workshop was concluded with a talk on paperwork automation by J. A. Schulz, superintendent of statistical quality control for Dow Chemical's Rocky Flats plant. His topic: "Why Data Processing?"

The outstanding success of this first professional development workshop was heartening to the entire committee. As a result, plans for a 1961 workshop are already underway.

Western Michigan P.A.'s See Value Analysis Film

Members of the Western Michigan Association of Purchasing Agents were treated to the latest value analysis film strip produced by the National Association of Purchasing Agents. The film is entitled "Value Analysis: How It Works."

It was shown to the group as part of a value analysis program presented by Harry R. Wurster, director of purchases at the Wyandotte Chemicals Corp.

The program started with a glass slide presentation illustra-



Harry R. Wurster

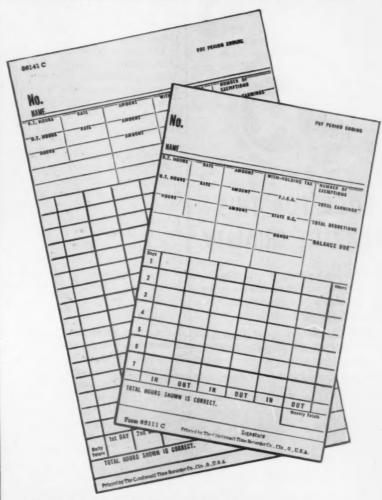
ting specific cases employing the value analysis technique and the form of reports and charts of progress used during the initial year of activity. After a discussion of these specific cases and the forms and records to be used in the establishment of a value analysis program, the N.A.P.A. colored film strip was shown. It is made up of many case histories.

Boney Speaks at Chicago



Speaking at the monthly dinner meeting of the Purchasing Agents Association of Chicago, N.A.P.A. president Paisley Boney, J. P. Stevens & Co., warned that the purchasing function was changing so rapidly that purchasing agents had to adapt to more challenging demands.

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WIRE OR CALL DIRECT (if you're really in a jam.)



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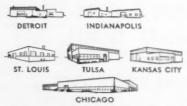
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Industry

Bemis Bro. Bag Co. has acquired interest in the Systemation Corp., a St. Louis area firm which specializes in the development of integrated and automated packaging systems and machinery.

The Systemation Corp. is a new organization which makes advanced packaging systems and equipment for several industries. The company, with plant and office headquarters in surburban Chesterfield, Mo., was founded in 1958.

Bemis produces over \$130,000,-000 worth of textile, paper and plastic bags and other forms of flexible packaging annually. Its subsidiary operations include Rose Ribbon & Carbon Mfg. Co., Inc., of Harrison, N.J., the Morgan Adhesives Company, Stow, O., and Air-Formed Products Corp., Nashua, N.H., a manufacturer of blowmolded plastic con-

Superior Steel Products Corp., Milwaukee, Wis., manufacturers of precision steel die sets, has changed its name to Superior Die Set Corp. The company believes the new name will better identify it as a manufacturer of die sets. The newly opened Superior plant at Cheshire, Conn., will be known as Superior Die Set Corp., Eastern Division.

De Laval Steam Turbine Co., Trenton, N. J., has established two independent operating divisions, separating its larger custommade products from its smaller standardized products. The company also has transferred its Delroyd worm gear business to De Laval-Holrovd, Inc., Trenton, an affiliate it owns jointly with John Holroyd and Co., Ltd., of England.

The new machinery division will design and manufacture De Laval's steam turbines, compressors, centrifugal pumps, marine gears, and other large products usually made to individual customer specifications. The power auxiliaries division will initially

make foundry products and IMO pumps, and will act as a subcontractor to the machinery division for certain components for which its manufacturing facilities are better suited. Future expansion of this division is expected to include compatible products not now manufactured by De Laval.

Each division will have its own headquarters sales, engineering, and service staffs, and its own manufacturing facilities. The new plan also establishes an administrative division to provide payroll, accounting, and other staff services to the operating division's.

Armco Steel Corp., Middletown, Ohio, has announced a \$95-million construction program aimed at increasing efficiency and broadening the company's product lines. New facilities will be built at the company's Ashland, Ky., and Houston, Texas, plants. The program is another step in Armco's \$341-million five-year improvement plan. Projects valued at \$101-million are already under construction.

At the Ashland works, added processing and finishing facilities will permit greater utilization of the plant's hot strip mill. The addition of a combination mill at the Houston works will enable Armco to produce wider and heavier plates for the rapidly growing plate market of the Southwest and Gulf Coast areas.

The Skinner Chuck Company, New Britain, Conn., has changed its name to Skinner Precision Industries, Inc. The chuck division will be known as the Skinner-Horton Chuck Division. The valve division will remain known as the Skinner Electric Valve Di-

The reason for the change in the corporate name is to indicate the broadened scope of the corporation's activities which include the manufacture and sale of products not related to chucks. In May, 1960, Skinner purchased the Horton chuck line from the Geometric-Horton Division of United-Greenfield Corporation, New Haven, Conn.

Purchasing's Responsibility to Management

(Continued from page 45)
It may well be doubted if what I have said in this brief way, and without much elaboration, will satisfy very many readers. Some of them will say that it has all been argued before and that there is nothing new about it. Others will comment that it is vague and general, giving nothing specific that they can "take home and put to use," whereas both of these criticisms are, at least in a sense, quite true. They are also quite beside the point. There will be still others who will feel that any picture of the future must deal with developments still very much in the formative stage, and that until something begins to crystallize far more clearly than it has thus far, there is little use in trying to do anything about it. This is the most serious criticism of all because it just isn't so.

For one thing, it isn't the case that nothing can be done. Whatever emerges ten or fifteen years from now will be in no small part due to the thinking and planning and interest on the part of the formulators of business policy—in other words, of top management. And procurement officers have been claiming for a good while now that they are part of top management. These are the very ment. There are a considerable number of outfor whatever does crystalize. If one waits until the outlines become perfectly clear, and most of the details have been filled in, it will indeed be too late to do much about it. In other words, what evolves will be the result of the work of men who

take part in the shaping.

This being so, we can then make a further comment. There are a considerable number of outstanding procurement officers in this country who see the problem I have been trying to outline very clearly indeed and are seriously concerned about it. But I fear there are also a great many more who do not. If this group did a little soul-searching and was quite honest with itself, it would come to realize that it almost invariably approaches a problem basically from departmental point of view. It is little interested in problems which on the surface at least have little immediate purchasing significance. What we really need is more objectivity. For instance, when one seeks to understand data processing, there needs to be relatively speaking more of "what does this mean to the company" and less of "how will this affect the purchasing department?" When we study interdepartmental relations, we see that more problems should be considered from the point of view of the president of the company. Too often the question is oversimplified into what does the purchasing department expect of other departments, and they of us? Top management is not a physical mixture of department heads, but a chemical fusion of capable administrators seeking a company profit.

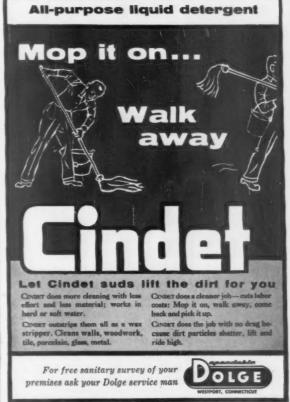
Let me use an illustration: There have grown up throughout the United States a substantial number of so-called advanced management courses. These courses are intended for men of forty to forty-five years of age, who are already well up in the organization. The programs are fulltime assignments, and run for some four to six weeks. Companies send "students" to get them out of the routines of their present responsibilities, and with the hope that they will become more objective, will understand something of the problems of others, and will exchange experiences with other well-qualified business executives. It must be emphasized that these groups do not emphasize problems of production or distribution or finance as such. Problems within these areas are inevitably considered, but always from the company point of view. Producers, departmental organization, and the specific internal company interests, are all secondary. Only the company counts.

While such courses are readily available, and while engineers, production chiefs, marketing directors, financial experts, presidents and vice-presidents are all generously represented, the number of purchasing men who attend is almost negligible. Unless the course is publicized as Advanced Purchasing, the procurement officer just

does not appear interested.

But, whether through this means or some other, it seems inevitable that procurement in the future will be in the hands of those who are literate in matters of broad company policy and who see their own departmental operations are but a segment of the whole. If we will accept this fact, and act accordingly, we need not fear what lies ahead.

- END



Purchasing and Sales: Is There A Conflict?

(Continued from page 54)

atre nights, and ball games. But P.A.'s who have been burned take a dim view of the "let's be friends" attitude. Many buyers can relate experiences where they became "close" personal friends of salesmen, only to be unceremoniously dropped when they changed jobs and stopped handling the salesman's products.

Although many sales people seem to see nothing wrong in this attitude, many purchasing people consider it deplorable human relations, if not unethical. They point to the frank statement of a well-known automobile salesman—a respected person in his community. He relates: "Not long ago I learned that a particularly important prospect, an executive of a large corporation, was on the board of directors of a civic group which I had been considering joining. I promptly became a member and was elected to the board. The executive and I worked together and became good friends, and I was able to sell him a large fleet of cars."

As long as some sales people continue to conduct their personal lives in terms of commercialism such as this, the best motives of all salesmen are going to be suspect. Even though purchasing agents without exception recognize the importance of salesmanship, few will agree that its efforts should know no bounds.

Gift giving is another aspect of personal selling



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THE CREST OF BUALITY SKINNER PRECISION INDUSTRIES, INC. NEW BRITAIN, CONNECTICUT, U.S.A.

For More Facts Write No. 193 on Information Card—Page 32

that P.A.'s are coming to look upon more and more doubtfully. Many do not consider it a large problem, gifts usually being modest "tokens of appreciation." Purchasing departments frequently condone them because theoretically they are not intended to influence the buying decision. Yet, gifts obviously have a purpose well beyond saying "thank you" In a recent issue, the widely-read magazine, "The American Salesman," states the matter succinctly: "... business gift giving is an investment based on the hope that a relatively small outlay will bring returns many times over ..."

So let us stop kidding ourselves. Purchasing and sales both should look at the matter squarely and recognize gift giving for what it is, an attempt to influence the buyer by extraneous personal methods, and stop the whole business forthwith. If gifts are intended to influence, they are unquestionably unethical. If they do not influence, they are economically useless, and if listed as tax deductions, illegal

Purchasing agents have made it abundantly clear that they prefer salesmen to help lighten their work by providing useful services instead of handing out gifts that are frequently useless and always embarrassing. In a Purchasing Magazine opinion poll we asked "Is the quality of today's salesman better than it was five or ten years ago?" 65% of the respondents replied "Yes". Nevertheless 49% of them said "No" to the question "Are they offering practical help in your value analysis or cost reduction programs?" And 64% answered "No" to "Do they do a good job in keeping you informed of the status of your orders?"

Polls such as these show that although purchasing agents feel salesmen are doing a better selling job than they did years ago, that they have more product knowledge, that their approach is more rational and informed, the P.A.'s are dissatisfied with the services salesmen provide—particularly after they become regular suppliers. It is encouraging that many vendors are in fact trying to provide the services P.A.'s demand.

Buyers report an increasing number of salesmen who carry copies of their companies' production orders, complete with latest schedules, so they can keep customers up to date. Many sales training programs now include seminars on value analysis to teach salesmen how to apply cost reduction techniques to their customer's problems.

But it is not enough to leave the initiative to vendors alone. Purchasing agents must encourage salesmen to supply the services they need. In 1961 they should take a new look at their vendors and select them on the basis of superior performance.

One thing is certain: suppliers are eager to satisfy their customers the best way they know how. It is up to purchasing to tell them how and to reward the successful ones with the business they deserve. Purchasing above all is in the position to foster truly fine relations with sales. It can encourage ethical and straightforward business practices by dealing only with those vendors who live up to these standards and by making known what it expects and what it needs.

for vital parts of BISSEII. Sweepers

Bissell Inc., world's largest manufacturer of carpet sweepers, with a global reputation for quality, specifies Keystone Wire for the vital parts of their Bissell Carpet Sweepers.

In this popular model, the axle rods are made of Keystone Silver Brite Galvanized Wire; the sturdy brush bristles are anchored in a solid wood roller with staples made from Liquor Finish Stapling Wire. Keystone high carbon Spring Wire is specified to absorb the flexing action of the wheels.

Walter Bradcoski, Senior Buyer, says, "Keystone Wire has always met our requirements exactly and is used in all our sweepers."

Keystone Wire Specialists have developed wire with correct thermal treatment, chemical analysis, surface and uniformity for Bissell Sweepers. These metallurgical engineers who know wire thoroughly, are always ready to offer you their experience to help you modernize your wire needs. They will recommend the wires best suited for your requirements. Call them soon...it could be a profitable contact!

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NEW ENGLAND HIGH CARBON WIRE CORP.

MILLBURY, MASSACHUSETTS

Offices and warehouses: Cleveland Detroit Los Angeles Melrose Park and Millbury

For More Facts Write No. 195 Information Card-Page 32

To Purchasing

(Continued from page 51)
management. Some freight rate increases are inevitable: others can be prevented or minimized.

Carriers cannot change freight rates overnight. A specified procedure must be followed which normally takes 60 to 90 days. Information as to proposed rate changes is made available to the public through dockets which may be subscribed to for a few dollars a year. These dockets, issued regularly by carrier groups. give a brief description of the rate under consideration and the time and place hearings will be held before carrier committees. Both shippers and carriers are asked to testify. Opponents can submit testimony as to adverse effects of the proposed rate change. Proponents are given a chance to support the pending action. The procedure is designed to insure that the public will be protected from arbitrary rate changes.

Once the carriers decide to publish the rate, the law provides that sufficient time elapse between the publication date and the effective date in order that protests can be filed with the Interstate Commerce Commission or state regulatory body. These agencies have the power to suspend rates and conduct their own hearings to determine whether or not the proposed rate meets their requirements of reasonableness, non-discrimination, etc. If the regulatory body doesn't take suspending action, the rate becomes effective.

So P. A.'s normally have enough time to make profitable use of knowledge of pending rate changes. Perhaps orders can be increased to take advantage of present rates, or shipping schedules may be adjusted to take full advantage of pending rate reduc-

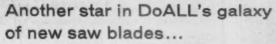
Traffic-minded purchasing agents should also stay informed on new ideas that are practically revolutionizing the industry.

Recently in New York Harbor, for example, transportation executives and military officials saw a spectacular demonstration of a Sikorsky S-60 Skycrane helicopter lifting a cargo container from a pier and carrying it to the deck of a merchant vessel anchored in the Hudson River. Alfred E. Perlman, president of the New York Central and Igor Sikorsky of United Aircraft Corporation both predicted "very interesting possibilities" for this cost saving method of handling ship to shore cargo. In future years, they pointed out, cargo could be unloaded without the ship putting into port; in theory, every coastal city could be a seaport.

This is only one example of the many transportation innovations being offered to industry to help reduce distribution costs. Other important developments are: containerization, which has simplified freight handling with an accompanying decrease in freight costs; 'piggy-back" or trailer-on-flat-car service, which has combined the unique advantages of motor and rail transportation; "fishy-back", which has joined water and motor transportation. And we can expect more extensive use of "birdie-back", where vans are carried by motor carrier to a cargo plane, transferred, flown to the destination airport, and then loaded on flat-bed trailers for de-

These techniques are paying off for many companies in reduced costs and improved services. The P. A. who takes the time and effort to keep abreast of these developments can share in the rewards of transportation prog-

There are few business areas as closely allied as purchasing and traffic. In many organizations, the purchasing executive is responsible for the traffic and transportation function. The title "VP-Purchasing and Traffic" is appearing on an increasing number of letterheads. Many P. A.'s rose through the ranks by way of the traffic department. Similarly, some outstanding traffic managers have risen through the purchasing department. The two areas overlap in many places. Whether the P. A. is responsible for the traffic function in his company or not he must know traffic and transportation to make certain his department is doing the best buying job possible. ► END



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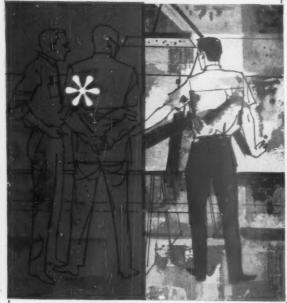
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receive these valuable reports.

Are You At A Career Crossroad?

(Continued from page 57)

chasing people, it is wasteful to advertise in the "situations wanted" columns of your local papers. Use trade papers (again don't forget the free employment section of Purchasing Magazine).

From these sources will come leads which will result in interviews. Now your program requires a study of selling techniques. Remember the approaches of the best salesmen you have dealt with. How did they sell their product? Remember now, you are selling a product and the product is you.

Check your appearance. You cannot help it if you are tall or short; fat or thin; blond, brunette or bald, but you can assure that you are well groomed, shaved, shoes shined and finger nails clean. Dress neatly and conservatively. A flashy tie or wearing a sports ensemble at an interview has cost many a man a good job.

Be prepared to answer questions about yourself, your background, work-experience and education. Some psychologically oriented personnel men ask questions about your home life or ask you to evaluate your own strengths and weaknesses. Prepare yourself for the interview by asking yourself all the questions you would want answered if you were doing the hiring.

There are certain questions that are sure to be asked. The interviewer will usually want to know just what kind of work you have been doing. You should be prepared to give him a concise, yet complete account of this. He will want to know why you left your previous job or why you want to leave your present one. He will ask you about your past earnings. He will inquire about your education, your military service and many other phases of your activities.

Answer each question frankly and with as few words as possible. Do not digress and get involved in unrelated details. The interviewer is a busy man and is not interested in your life history, political views or stories about your friends. He wants precise answers to his questions.

Just as a salesman must size up his prospect, so must an applicant analyze his interviewer. The key to this can be summed up in one word: listen! Do not become so involved with yourself that you do not listen to the questions or remarks made by the interviewer. You can learn a good deal about the other man and his company by his manner.

If he is the type who likes to talk, listen to him and do as little talking yourself as possible. Many men have obtained their job by remaining almost completely silent. These men knew the little trick of listening carefully to a verbose person and just interjecting remarks at pertinent places in the conversation. When the interview is over, the interviewer, who has done all the talking is likely to have sold himself on you because you listened to his too many words. This is poor interviewing, but if you can size up your man as this

type, it might get you the job.

If the interviewer is the silent type, he will expect you to carry the conversation. In this case it gives you the chance to steer the interview to stress your strongest points and pass over your weak points rapidly. The danger here again is overselling yourself by too much talk.

Most interviews will be somewhere between these extremes. You will have to be alert to the interviewer's reactions and analyze his intent and

his methods

If the interviewer has not told you anything about the job and the company, you should inquire. It is as important for you to know about the job as it is for the interviewer to know about you. Very few men will resent questions about their company and most will be happy to talk to you about it and have more respect for you because you asked.

Show enthusiasm during the interview. Smile. Be animated in your conversation. You want this job. Do not be afraid that you will appear overanxious. It is best to show you are interested in

the job and the company.

Closing the interview is the prerogative of the interviewer. He will usually bring it to a close when he feels he has enough information about you. When he does this, accept it immediately and do not try to extend the interview. Many a job has been lost because the applicant talked too much and would not let the interview come to a close at the right time.

Following up an interview is almost as important as the resume and the interview itself. Surprisingly, very few applicants do this. The interviewer sees a number of applicants for each job. It is important for you to do something to make him remember you. It may make the difference between your obtaining the job or losing out to a competitor. One good method is to write a short note thanking him for the courtesies extended during the interview. This should be written as soon as possible after the interview. It should be brief. The following is typical:

Dear Mr. Wilson:

Thank you for the courtesies extended to me at our meeting yesterday afternoon.

I am certain that my background and experience in the purchasing of raw materials and managing a procurement department will qualify me for the purchasing manager position in your company.

Sincerely,

Finding a job is never a pleasant experience. Most people are tense and nervous during this period. As time goes on and one does not connect, there is a tendency to lose confidence in oneself. It might help to remember that the usual time lapse between jobs for purchasing people is between three and four months. Do not get panicky. It reflects in your job interviews and makes you less desirable to a potential employer.

Using the right techniques in writing your resume, aligning your sources and handling the job interview will help you get the job.

Purchasing and the Law

(Continued from page 61)

Two major distinctions must be made at the outset: first the distinction between the seller's liability to his immediate purchasers and his liability to third persons; and second, the distinction between liability based on the seller's negligence and strict liability.

The case involving the person directly supplied by the seller is relatively simple, for when one person sells goods to another, it is now well established that the seller is under a duty to exercise reasonable care to see that the goods are safe for their intended use. The seller's negligence most frequently consists merely in failure to exercise reasonable care to inspect the goods.

The liability of a seller to third persons for his negligence is more troublesome. The early rule was that a seller had no responsibility to exercise reasonable care with respect to a person who was not in privity of contract with him, that is to say, a seller had no liability unless the person was a direct purchaser from him. Then there grew up certain exceptions to this rule which some courts recognized in the case of "inherently dangerous" goods, such as explosives, firearms and the like. Finally in 1916 the whole subject was re-examined by Judge Cardozo in the famous case of McPherson v. Buick. The plaintiff, who had purchased an automobile from a dealer, was injured when a

(Please turn to page 86)



For More Facts Write No. 198 on Information Card-Page 32



GEAR PERFORMANCE to match the ever-increasing power and speed of modern machines is a Fairfield specialty. This is possible because Fairfield has long held a position of leadership in utilizing the most advanced methods, equipment, and techniques for producing better gears EFFICIENTLY, ECONOMICALLY. By keeping apace with modern engineering trends, Fairfield renders an invaluable service to many of the nation's leading machinery builders.

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STRAIGHT BEVEL—Sizes from 16 pitch, 1½" dia., to 1½ pitch, 28" dia.

HYPOID-Sizes from 11/2" to 28" dia.

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Note: All of the sizes above are approximate.



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Purchasing and the Law

(Continued from page 85)

defective wheel collapsed. The manufacturer was held liable even though the plaintiff was not an immediate purchaser. Today a manufacturer has a duty of care not only to ultimate users of his products, but to anyone who may be in the vicinity of their probable use.

With the liability of the manufacturer to the ultimate consumer once established on the basis of negligence, it was to be expected that an attempt would be made to carry his responsibility even further and to find some ground for strict liability, even though he had exercised reasonable care and therefore was not guilty of any negligence. In recent years considerable impetus has been given to this attempt, based on the feeling that social policy demands that the burden of accidental injuries caused by defective goods should be upon the manufacturer who is best able to distribute the risk.

Another reason that has been advanced for imposing strict liability is the difficulty of proving negligence in many cases where it exists. The device most ready at hand to accomplish this result was an extension of implied warranty beyond the immediate buyer, to the ultimate consumer. However, since there is no contract between the manufacturer and the ultimate consumer and therefore no contractual relationship between them, the majority of courts have refused, and still refuse, to find any warranty in such cases.

Some courts have evolved ingenious theories to extend a warranty to the ultimate consumer, mostly in food and drug cases. Recently, however, the doctrine was given a considerable boost by the Supreme Court of New Jersey in the case of Henningsen v. Bloomfield Motors and Chrysler Corporation. This 1960 case is one of the most significant and potentially far reaching of several recent cases which have served to broaden the concept of liability without fault.

Henningsen had purchased a (Please turn to page 89)

For More Facts About Ad on Facing Page Write in No. 200→ PURCHASING

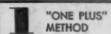
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Applies only when quantity, tolerance, size and contour factors justify our standard production method and/or nominal die charges.

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All repeat orders are screened and re-evaluated as to specs and quantity-then the Method best for you is used. A routine procedure—and the gain is yours.

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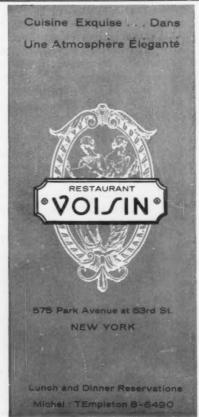


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For More Facts Write No. 202 on Information Card-Page 32



For More Facts Write No. 203 on Information Card-Page 32

Purchasing and the Law

(Continued from page 86)

new car from a local dealer. His wife was severely injured while driving when it suddenly veered off the road. The accident occurred ten days after the car had been delivered and after it had been driven only 468 miles. The suit to recover damages for Mrs. Henningsen's injuries was based on a breach of implied warranties. The purchase order signed by Henningsen for the car contained the manufacturer's standard warranty which excluded any implied warranties. Although there was no evidence that either Chrysler or the dealer had been negligent in producing or servicing the car, the court reasoned that something obviously was wrong with the steering gear, otherwise the accident would not have occurred. It held, therefore, that the car had not lived up to Chrysler's implied warranty that its products are fit for use and awarded damages in the amount of \$30,000. The court gave short shrift to the attempted disclaimer by Chrysler of implied warranties declaring that the disclaimer was so inimical to the public good as to compel an adjudication of its invalidity.

In conclusion, a brief comment about oral contracts. All contracts may be oral, except those which are specifically required by the Statute of Frauds to be evidenced by a note or memorandum signed by the person to be charged thereby. The Statute of Frauds in most states provides that certain classes of contracts, such as contracts for the sale of land, shall be unenforceable unless there is some sufficient memorandum of the contract in writing. Contracts for the sale of goods over a certain value, the amount varies among the states, are often included.

These statutes usually except contracts in case the buyer has received and accepted part of the goods or has paid part of the purchase price. This means that where a contract for the sale of goods has been partially performed it will be enforceable even though there isn't any written evidence of the transaction.



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For More Facts Write No. 204 on Information Card-Page 32

Employment Service

Experience: Four years industrial purchasing with large company. Ten years management experience in sales & purchasing. Strong on electrical & electronic procurement. Personally responsible for \$10 million annual purchases in department including inventory control, shipping, receiving & stores. Friendly, enterprising, good organizer. Required salary: \$12,000 to \$15,000. Age 42. Resume furnished on request.

Education: B.S. in Engineering. Correspondence courses in accounting, business, personnel administration, etc. Will relocate. Yes.

Write: Box 334

Experience: Four years as electronics technician in the U.S. Navy. Various part-time jobs while in college including: food clerk, stock clerk, book repair, dish washer, electrical appliance repair, and dormitory supervisor. Seeks work in purchasing department. Age 25.

Education: Will graduate from West Texas State College, January, 1961, BBA degree in marketing. Received The Purchasing Agents of the Texas Panhandle Scholarship, Spring, 1960. Will relocate. Prefer Southwest.

Write: Box 337

Experience: Four years experience with division of an international corporation including three years as a buyer of maintenance, machine repair, tool room, engineering, packaging, stationery, office, and garage supplies.

Education: BA degree from an eastern university, college graduate industrial training course.

Will relocate. New England or Middle Atlantic States.

Write: Box 335

Experience: Four years combined buying experience with leading aircraft engine company and with missile and electronics co. Active in precision gyros, shipboard navigation computers & stabilization devices. Engineering and production buying of mech. and electro-mech. assemblies, their components, packaging, etc. Familiar with all phases of materials management concept & purchasing, including scheduling, value analysis, prod. planning, etc. Desire responsibility with authority.

Education: B.S. in bus. adm. (production management). Blueprint and industrial processes courses.

Will relocate. Write: Box 336 Experience: Two years trainee in plastic, bakelite manufacturing and production methods (Paris and Stockholm), 3 years secretary, sales correspondent for importers company of technical equipment (Montreal). One year salesman (Lausanne). Six months interpreter (Brussels W.F.). Fluent in reading and writing in English, French, German and Dutch. Good working knowledge of Scandinavian languages (esp. Swedish) and Spanish. Strong sales-minded personality. Age 28, single. Required salary, \$4,800.

Education: High school plus equivalent of 2 years of commercial college, Henry George School of Economics, Correspondence course (sales) shorthand, tuning

Will Relocate: Anywhere, preferably in European branch office of US company.

Write: Box 331

Experience: Two years purchasing of medical supplies and equipment for U. S. Forces in Germany from local sources; also interpreter. Two years partner in export-import business in Calif. Languages; English, German. Spanish. Travelled extensively in Europe and familiar with all trade fairs & government regulations incl. East Germany. Age: 28—married—US citizen.

Education: Commercial high school—Germany. College; USC, Los Angeles. Foreign trade special schools. U. S Army School of Medical Technology.

Will relocate. Write Box 327

HOW TO APPLY

Listings in this department are offered without charge. Both purchasing department personnel interested in changing jobs and employers in search of replacement or additions to their departments may take advantage of this service. When writing, specify whether you want the applicant's form or the employer's form. Address all correspondence — whether for forms, or in answer to an employment advertisement, to: Box No. Employment Service Department, Purchasing Magazine, 205 East 42nd Street, New York.

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Heavy Electrical Equip.
Steel mill in pleasant midwestern city requires man with electrical engineering degree or equivalent technical knowledge of motors, switchgear, instruments, supplies who can meet and compete with suppliers on same technical level. Salary commensurate with ability. Our employees know of this advertisement. Write Box 418.

*

Experience: Twenty-five years uninterrupted employment as purchasing agent, district sales manager, buyer, and expediter with two large manufacturers. Well versed in all phases of purchasing, cost reduction and inventory control. Past five years worked directly with top management on policy committee.

Education: Presently enrolled in business course, Alexander Hamilton Institute. Two and one haif years college (electrical engineering)—1 year night school (tool and die designing).

Will relocate. Write: Box 332

Experience: Seven years purchasing experience: five years as plant purchasing agent and two years as asst. purchasing agent for multi-plant operation. Type of plants: corrugated boxes, foil rolling, machinery building, paint pigment, and extrusion. Managed inventory, value analysis program, sale of surplus equipment, and scrap.

Education: B. S. management of industrial organization. Major: business organization; Minor: economics plus 2 years engineering and 1 year of law. Will relocate.

Write: Box 338

Experience: Have had twelve years as assistant purchaser in million dollar operation. Have bought chemicals for vinyl coating plant, steel, aluminum, and capital equipment and many other items. Helped establish purchasing procedures and policies. Have experience in material controls, scheduling and expediting for which the department is responsible.

Education: B.A. in psychology. from University of Texas.

Will relocate. Definitely, prefer Middle Atlantic States.

Write: Box 333

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GC maintains a catalog selection of over 15,000 different types of circular, strip and rectangular recording charts. You get fast shipments—save time and clerical work by dealing with one supplier instead of many—and cut costs further because of the economies of GC's large quantity production.

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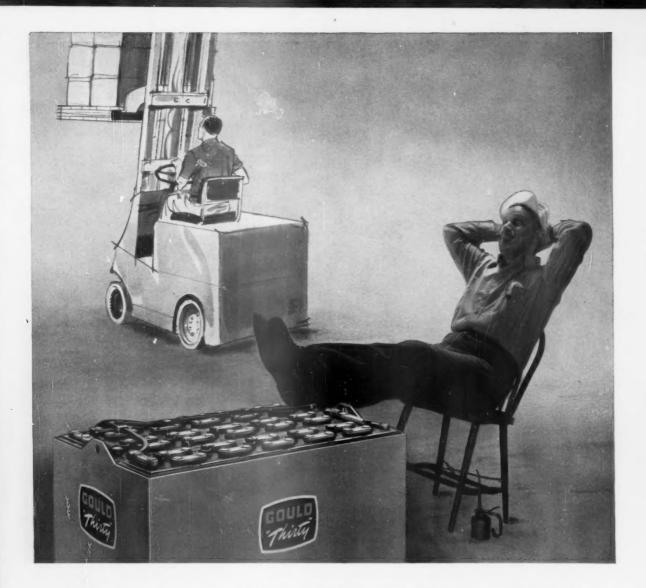
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"A Fair Offer" was first published in 1869. Simple and forthright, it said that Jenkins Bros. wanted Jenkins Valves to be judged on performance. But — and this made the difference — not on performance in the average application, but rather in the very toughest one. Note that phrase, "the worst place you can find."

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uct which asks for the hardest job, will also be better, longer lasting and more troublefree in regular, run-of-the-mill applications. Makes sense, doesn't it?

At intervals we republish "A Fair Offer" just because it does make sense to so many of our customers and friends. It's a useful reminder that products may change but high standards never go out of style.



This early Jenkins Catalog carries the famous A FAIR OFFER which has appeared in every catalog since 1869-For More Facts Write No. 153 on Information Card—Page 32

